

السوق المالية

FINANCIAL TIMES

Hollywood hero
The unsung exploits of a movie camera

European parliament
UK election system distorts alliances

Japan
Recovery still uncertain

TOMORROW'S
Weekend FT
The race for integration

Russian bank chief attacks rivals over talk of bankruptcy

Russia's fifth largest bank, Inkombank, accused "vengeful" government officials and "dishonest" rivals of provoking rumours that the institution was on the brink of bankruptcy, prompting withdrawals of \$1.5 billion (\$32m) since the beginning of the month. Central bank officials and senior members of the government in Moscow have publicly vouched for Inkombank's solidity over the past few days. Page 14

BASt, the German chemicals group, is to close four plants at its main production site in Ludwigshafen, Germany, with the loss of 900 jobs. The move was prompted by the decline of the European textiles and leather markets. Page 15

EU set for action on anti-Cuba law
European Union ambassadors moved to ensure they could introduce rapid retaliatory action against the US if it passed legislation which would penalise foreign companies which "traffick" in confiscated assets in Cuba. Page 6

Russian PM moves to end power crisis
Russian prime minister Victor Chernomyrdin ordered an emergency shipment of 10,000 tonnes of fuel to the far east to end an energy crisis which has hit hospitals, schools and local government offices. Page 3

AT&T shares hit by warnings
Shares in AT&T, the largest US telephone company, fell 5 per cent after its chief financial officer Rick Miller warned that intense competition in the deregulated US market would result in less growth in its domestic consumer business than last year. Page 15

US trade deficit worsens
The US trade deficit increased for the third consecutive month, rising by more than 13 per cent to \$10.5bn in May. Page 8

Investors sought for Stonehenge plan



Stonehenge (above) the most famous ancient monument in the UK, is to get a new lease of life under plans by English Heritage, the government-financed organisation which administers the 4,000-year-old ring of stones. It is seeking \$25.5m (\$2.7m) from private companies to contribute towards the construction of a new visitor centre on the site. Page 14

HK exchange chief to resign
Hong Kong Stock Exchange chief executive Paul Chow is to resign at the end of January. Page 7

Gold prices hit by Anglo American
Higher gold prices helped Anglo American's gold and uranium division report a 43 per cent rise in profits to \$322m (\$73.6m) for the quarter to the end of June. Page 19

Japanese trade surplus down 40%
Japan's trade surplus recorded the biggest half-yearly drop in 16 years, falling by 40 per cent to ¥3,111bn (\$26.6bn) in the first six months of this year. Page 7

Bancomex, Mexico's largest financial group, may sell part of its brokerage firm, Acctval, to complete a \$1bn recapitalisation for its banking arm, Banamex. Page 16

World Bank warns Morocco, Tunisia
The World Bank has warned Morocco and Tunisia that they are falling behind other developing countries, a week after it called on them to accelerate their integration with Europe. Page 4

Doubt over South Pacific concessions
Australian foreign minister Alexander Downer warned that concessions in the South Pacific Regional Trade and Economic Agreement may not continue indefinitely. Page 5

'Dudayev still alive'
Chechen rebel field commander Salaman Raduyev, reported killed in a battle against Russian troops in January, reappeared in Chechnya claiming that separatist leader Dzhokhar Dudayev was also alive, though in a critical condition.

Yangtze flood threat
China has mobilised more than 1m people to reinforce the banks of the Yangtze after the country's longest river swelled to its third highest level on record.

STOCK MARKET INDICES		GOLD	
New York Composite	(46.24)	New York Gold	(384.2)
Dow Jones Ind. Av.	5,222.12	London	(384.2)
NASDAQ Composite	1,181.57	Paris	(384.2)
Europe and Far East	(12.15)	Geneva	(384.2)
CAC	2,897.25	Frankfurt	(384.2)
DAX	2,895.22	Stockholm	(384.2)
FT-SE 100	3,883.4	Oslo	(384.2)
Nikkei	21,869.42	London	(384.2)
US LIGHTWEIGHT RATES		STERLING	
3-mth T-bill	5.1%	DM	(2,305)
9-mth T-bill	5.238%	Yen	(18,53)
Long Bond	6.01%		
Wtd	5.95%		
OTHER RATES			
3-mth Interbank	5.9%		
10 yr Govt	6.8%		
Prime 10 yr Govt	6.8%		
Prime 10 yr Govt	6.8%		
Prime 10 yr Govt	6.8%		
MONTHLY SEA OIL (Barrel)			
Brent	\$19.75		

Market	Value	Market	Value
Alexandria	150,200	Osaka	1,500,000
Amsterdam	1,500,000	Paris	1,500,000
Bangkok	1,500,000	London	1,500,000
Bombay	1,500,000	New York	1,500,000
Calcutta	1,500,000	Singapore	1,500,000
Canton	1,500,000	Tokyo	1,500,000
Colon	1,500,000	Yokohama	1,500,000
Hankow	1,500,000		
Hong Kong	1,500,000		
Kobe	1,500,000		
London	1,500,000		
Lyons	1,500,000		
Manila	1,500,000		
Medan	1,500,000		
Penang	1,500,000		
Peking	1,500,000		
Rangoon	1,500,000		
San Francisco	1,500,000		
Shanghai	1,500,000		
Singapore	1,500,000		
Sourabaya	1,500,000		
Tientsin	1,500,000		
Yokohama	1,500,000		

Anti-terror and safety teams probe TWA crash

By Jurek Martin in Washington and Michael Stappeler in London

Clinton says no evidence yet that a bomb caused disaster

Safety and anti-terrorism teams began parallel investigations yesterday into Wednesday night's crash of a TWA Boeing 747 off Long Island, in which 228 people died.

Clinton said yesterday there was no evidence a terrorist bomb had caused the crash of Flight 800, which had been bound for Charles de Gaulle airport in Paris.

The aircraft appeared to break into two and burst into flames before crashing into the Atlantic Ocean 70 miles east of New York City. Rescuers found no survivors. Although comparisons were

prompted with the explosion which destroyed a Pan-American aircraft above Lockerbie, Scotland, in 1988, Mr Clinton warned the American people not to "jump to conclusions" and blame international terrorists for the TWA disaster.

Recalling the initial speculation of foreign terrorist involvement in last year's bombing of a federal building in Oklahoma City, he said "we have no evidence on this flight that would indicate the cause of the accident."

Mr Clinton said: "Sometimes such calls are accurate and sometimes they are attempting to ride along on a tragedy." Neither Mr Clinton nor Ms Reno would comment on the nature of the messages. The calamity came just 48 hours before tonight's formal opening of the Olympic Games in Atlanta, Georgia. The city was already under tight security against foreign and domestic terrorism. This was tightened yesterday but officials reported no new special alerts.

The US has been on heightened alert since the truck bombing of the apartment complex housing American servicemen near Dhahran, Saudi Arabia, last month. The crash is likely to further damage passenger confidence, shaken in May by the crash of a ValuJet DC-9 in Florida, which killed 110 people. Initial

Continued on Page 14
Setback for TWA, Page 6

UN forum to set limits over global warming

By Frances Williams in Geneva

The world's governments yesterday agreed to set tough, legally binding targets on greenhouse gas emissions beyond 2000, in spite of strong resistance from several leading fossil fuel producers.

A declaration by environment ministers at the end of a two-week meeting of the United Nations climate change convention marks the first time countries have committed themselves to negotiating mandatory targets for curbing emissions of gases, mainly carbon dioxide, that are warming the earth's atmosphere.

Existing targets, which commit industrialised countries to returning to 1990 levels of greenhouse gas emissions by 2000, are voluntary and, on present trends, will be missed almost universally.

Conference observers said a US announcement on Wednesday in support of legally binding targets was pivotal. Mr John Gummer, UK environment secretary, was also apparently influential in closed-door negotiations on Wednesday night in persuading the rest of the European Union to support Washington's position.

The declaration calls for negotiators to agree "quantified legally binding objectives for emission limitations and significant overall reductions within specified timeframes". These would be endorsed at another conference to be held in Kyoto, Japan, in December 1997.

Australia and New Zealand yesterday said they had reservations about the "legally binding" provision, but could support



Egyptian president Hosni Mubarak (right) greeting British Prime Minister John Major (left) yesterday at the presidential palace in Cairo where the new Israeli prime minister said the pair had "cleared the air" over the Middle East peace process. Report, Page 12

Fed chief helps spur US share prices

By Michael Prowse in Washington

After the turmoil of recent days it was welcome news for Wall Street. By early afternoon, the Dow Jones Industrial Average had risen 81.01 points to 5,457.89. The benchmark Treasury 30-year bond rose more than a point, pushing the yield down to 6.92 per cent.

Mr Greenspan said the Fed stood ready to raise interest rates should economic figures "persuasively suggest an oncoming intensification of inflation pressures that would jeopardise the durability of the economic expansion."

But he released economic forecasts suggesting the Fed believes the risk of significantly higher inflation is not great. The forecasts show a decline in economic growth next year to 1.75-2.25 per cent against 2.5-2.75 per cent this year. Consumer prices are expected to rise 3-3.25 per cent this year, reflecting a temporary surge in energy prices. But inflation is expected to decline to 2.75-3.00 per cent next year as the economy slows. "There was

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Greenspan talks softly, Page 6
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Investor pulls out of Total over fears of Burma boycott

By Ted Barrocco in Kanabank, Burma, and David Owen in Paris

A leading Danish pension fund has sold its \$10.45m holding in Total, the French energy group, because of fears that Total's investment in Burma might lead to an international boycott of the company's products.

The move hit Total shares in early trading on the Paris stock exchange, although they recovered to close down just FF1.60, or 0.4 per cent, at FF195.40.

This compared with a 0.8 per cent improvement in the shares of Elf Aquitaine, its rival, and a gain of 0.5 per cent for the benchmark CAC-40 index.

Kommunernes Fensionsforliking, one of Denmark's leading pension funds, said it had sold all its Total shares last Monday.

This month brewer Carlsberg of Denmark and Heineken of the Netherlands both announced they were ending business dealings in Burma, as consumer pressure on companies doing business in Burma, largely confined to the US, has spread to Europe.

Mr Niels Hougaard, the pension fund's chief of investments, said the decision had been taken in anticipation of "a possible international boycott of Total due to its engagement in Burma and because of a televised report showing the intolerable living conditions in that country".

Domestic pressure against the Burmese military regime has been mounting in Denmark since the death last month of the country's honorary consul in a Burmese jail.

The consul, Mr James "Leo" Nichols, a financial banker and friend of Burmese democracy leader and Nobel Peace Prize winner Ms Aung San Suu Kyi, was serving a three-year sentence for possessing telephones and a fax machine without a permit.

Total is developing Burma's largest foreign investment project to date - a \$1.2bn venture to produce natural gas for export to Thailand. The company has said it has no intention of pulling out and that the project is in the long-term interest of the Burmese population.

Total's pipeline project, a joint venture with Inco of the US, PTT of Thailand and Burma's state-owned Myanmar Oil and Gas Enterprise, has been harshly criticised by activists in western countries. The project involves selling 52m cubic feet of offshore natural gas to Thailand via a pipeline across an area of Burma that has been the site of armed ethnic insurgency.

Claims by critics that forced labour is being used on the project were rejected by Total officials during a tour of the project site on Tuesday.

Total last night said in a statement it was "contrary to fact" to suggest that it used "forced labour or child labour of any kind, either directly or indirectly".

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Regent
A First Class Luxury Hotel
You've flown one way around the world and your luggage the other. Let it go.
Fortunately, you're at The Regent. So take a deep breath, slowly let it out, and then let us take care of the luggage while you take care of your business. You'll feel better knowing that our express laundry and dry-cleaning service give the clothes on your back a new lease on life. And you'll relax knowing it's all in good hands. The Regent. Where our standards meet yours.
BANGKOK BEVERLY HILLS CHANG MAI HONG KONG JAKARTA KUALA LUMPUR SINGAPORE SYDNEY TAIPEI
FOUR REASONS • REGENT. DEFINING THE ART OF SERVICE AT 40 HOTELS IN 19 COUNTRIES

Le Floch-Prigent's replacement as chairman of French rail company almost certain

SNCF chief loses appeal against detention

By David Owen in Paris

A Paris court yesterday rejected an appeal by Mr Loik Le Floch-Prigent against his detention in a south Paris jail, making it virtually certain he will soon be replaced as head of SNCF, the state-owned French railway company.

Investigation by Ms Eva Joly, an investigating magistrate, for alleged misuse of corporate assets, abuse of confidence, providing false information and false accounting. He is the latest in a line of French business leaders placed under formal investigation under an anti-corruption crackdown started in France in 1993.

Mr Le Floch-Prigent had been associated with the political left, so it came as a surprise when Mr Chirac insisted on his nomination for the SNCF chairmanship. His flamboyant management style won him many supporters but was also felt by some to have tilted into high-handedness on occasions.

Mr Le Floch-Prigent was appointed SNCF head in December after the wave of public-sector strikes that paralysed France in response to the government's controversial social security reforms. He has since won plaudits for his handling of the loss-making institution's traditionally volatile trade unions.



Le Floch-Prigent won plaudits for his handling of unions

German exporters tap into E Europe

By Andrew Fisher in Frankfurt

German exports to eastern Europe have risen sharply since 1993 and now exceed those to the US, and more of its direct investments go to the region than to south-east Asia, according to the Bundesbank.

Expectations that the Bundesbank will ease monetary policies further, possibly at next week's council meeting, were reinforced yesterday by an unexpected fall in the business climate index of the Ifo economic research institute, Andrew Fisher reports.

Goldman Sachs said the Ifo index's decline was "a reminder that economic recovery in Germany remained very fragile". A continued D-mark rise could undermine business sentiment even further.

Germany and eastern Europe stood to benefit from "a huge growth potential" in their trade and business relations as economic reforms spread beyond Poland, the Czech Republic and Hungary.

The index dropped 2 per cent from May to June in west Germany and 1.7 per cent in the east. Economists said this made it more likely the Bundesbank would lower the securities repurchase (repo) rate, unchanged at 3.30 per cent when the discount and lombard rates were cut in April.

Mr Hans Tietmeyer, president of the central bank, hinted strongly at such a move on Tuesday. He also meant greater competition for Germany. Its foreign trade surplus with the region fell from DM8.2bn (\$5.4bn) in 1993 to DM5.2bn last year, much of the decline reflecting increased imports from production facilities set up or acquired by German companies.

despite last year's economic slowdown in some west European markets and protectionist EU rules which hindered agricultural and textile imports. On the other hand, eastern European countries, especially those near Germany, benefited from increasing efforts by German companies to use local components suppliers to cut production costs. German imports from the region rose by 44 per cent in two years to DM55bn in 1995.

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The Bundesbank said the export successes of the reform countries were "considerable" despite last year's economic slowdown in some west European markets and protectionist EU rules which hindered agricultural and textile imports.

On the export side, Germany recorded a 29 per cent increase in the past two years to DM60bn. Russia remained the biggest market in the region, but German exports there fell by 10 per cent to DM10bn because of political and economic uncertainty.

Germany's new Islamist government backed down yesterday from a plan to move more than 1,200 judges and prosecutors to other jobs within the judiciary, after the media and Bar Association accused it of attempting to purge secularists.

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Ankara delays judicial changes

By John Barham in Ankara and Corner Middelmann in London

Turkey's new Islamist government backed down yesterday from a plan to move more than 1,200 judges and prosecutors to other jobs within the judiciary, after the media and Bar Association accused it of attempting to purge secularists.

Mr Nevzat Sarvan, a senior prosecutor, said: "We will not leave the country to these people. This is an operation to capture the judiciary. If they succeed, there is nothing they cannot do."

Paris needles partner with textiles subsidies

By Wolfgang Münchau in Frankfurt and David Owen in Paris

German textile producers have called on the European Commission to veto a French government aid plan worth FF2bn (\$385m) a year for the hard-pressed French textile, clothing and shoe industries.

The European Commission may next week approve the third FF2bn (\$371m) tranche of a FF2bn package to Air France, the state-owned airline, Neil Buckley reports from Brussels. The aid was approved in 1994, but payment of the final instalment was subject to conditions connected with the airline's restructuring programme.

Scrutiny of the plan by Brussels is continuing in the wake of a meeting of experts last week, but no decision is expected before the month's end.

It is examining 65 cases where it says it may have been misinformed of the prices for construction of vessels. In each case shipyards created a "daughter" company, which was the recipient of the state aid and to which the ships were sold.

Mr Guido Giannini, Gesamttextil's EU subsidies director, said the proposals would "lead to strong competitive distortions". The German government did not provide "sectoral subsidies and we don't ask for any". Many small and medium-sized textile companies were already facing a "critical" situation.

Mr Franck Borntra, the French industry minister, last week told the Tribune Desce-ndant newspaper that France's aid to the textile industry was "not only legitimate, but profoundly legal". He argued that the measures were not sectoral, but applied to all industries where at least 70 per cent of employees were on low salaries, defined as up to one and a half times the French minimum wage.

France is understood to have argued that the competitive position of the companies receiving the aid would not be improved. This is because they would be expected to implement reductions in the number of hours worked by their employees while maintaining salaries.

The daughter company then sold the ships on to the final buyer. The Commission fears that state aid may have allowed the ships to be sold by the daughter company to the eventual buyer for a cheaper price than that for which they were sold to the daughter company by the shipyard - the price quoted to the EU authorities. That means the aid would have represented a higher percentage of the final selling price than would be suggested by the prices quoted to the Commission.

Denmark, which has been critical of state aid payments to German shipyards and has boasted about its own shipyards' ability to operate without state aid in recent years. The investigation is likely to last until late this year. If it finds that aid breached EU rules, the Commission could demand that the excess amounts be repaid.

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EUROPEAN NEWS DIGEST

Cannes mayor extortion probe

The mayor of the French Riviera resort of Cannes was yesterday questioned by police investigating an alleged attempt to extort money from London Clubs, the UK casino operator. Mr Michel Mouillot, a member of the centre-right Union for French Democracy and vice-president of the regional council, was arrested at his holiday home on Wednesday night. Two of his closest aides were also held and police searched offices at the town hall in Cannes.

Russia toughens its visa laws

Foreigners who have not paid their local taxes may be barred from leaving Russia under a new law on travel into and out of the country passed by the parliament yesterday. The provision is a sign of the toughening Russia's attitude towards outsiders and part of the government's attempt to boost falling levels of tax collection.

Swedes rule out fiscal measures

Mr Erik Asbrink, Sweden's finance minister, yesterday ruled out fiscal measures to stimulate the economy but conceded the country's economic revival would take "longer than expected" amid continued sagging levels of private consumption. Mr Asbrink blamed weakness in west European export markets and said there was no indication when an improvement might occur.

Italy's producer prices decline

Italian producer prices recorded negative growth in May of minus 0.2 per cent, the first such fall since December 1991, according to Istat, the state statistics institute. The main direct cause for the drop was the movement in newsprint and energy product prices, down 1.1 per cent and 1 per cent respectively. Producer prices have been decelerating since mid-1995 and the latest figures reflect the combination of a slow-down in economic activity, a cooling of raw material costs and the strengthening of the lira.

Lithuania to bail out large bank

The government of the Baltic state of Lithuania has decided to bail out the State Commercial Bank, one of the largest state-owned banks, to avert a new banking crisis. "The cabinet has decided to save the bank, it is not bankrupt," the government said. The government said the cabinet approved a plan to recapitalize the bank with a 140m litas (\$32m) loan and 10m litas from the budget, after press reports that the bank had suffered liquidity problems.

Albania names local polls date

Local elections will be held in Albania in late October, President Sali Berisha said yesterday. The decision was welcomed by the opposition Socialist party, which, along with other opposition parties, withdrew from this year's general election after alleging government violence and manipulation. Western observers have confirmed many of the claims. Mr Berisha stressed that yesterday's decision was made with all parties who took part in the last local elections in 1992. "After meeting the other parties I can confirm there was consensus on the date of local elections," he said. But all parties have agreed to participate in the October poll. The Socialists said a fair local ballot could help restore Albania's tarnished image.

Payment system hurries the pace in debate on Emu

Payments systems, until only a few years ago, were widely considered to be best left in the words of a senior European central banker, to "garage mechanics". But the debate over the system which will handle payments in euros after the creation of the single European currency has moved out of the garage and into the political front parlour. While doubts remain over which countries will end up joining, and even whether monetary union will take place at all, detailed technical work on the construction of the new payment system, known as Target, is already pre-empting some of the decisions that politicians had hoped to put off until later.

relationship between the "ins" and "outs" could already be, to a great extent, fixed by technical rules on access to Target. A detailed technical paper is due out next month, in fact. Target, which stands for Trans-European Automated Real-time Gross Settlement Express Transfer system, is designed as a communications link between the national payments systems of EU countries such as the UK's Chaps or Germany's EIL-ZV. But the system is two things at once. Its main purpose, according to the European Monetary Institute, is to provide the payment procedures the future European central bank will need to transmit its monetary policy decisions to the money markets. As such it most closely concerns those countries which will join Emu - a point of view taken by banks in the countries most likely to belong to this club. "If Target is primarily a mechanism for the conduct of monetary policy, then it is clear that access to Target is reserved to the euro countries, by definition," said a senior French banker. "But Target's other objective is the development of a sound and efficient payments systems in Europe." Target is a real-time gross settlement system, in which transfers are made instantaneously instead of being stored up and made in a bunch at the end of the day, as was traditionally done in most national systems. These RTGS systems are favoured by the Bank for International Settlements, the club of central banks, as a means for reducing settlement risk in high-value payments between banks, such as foreign exchange trades.

Mr Michael Lewis, a consultant with the Unisys information systems group, who claims to have coined the name Target while working at the Bank of England. While monetary policy officials are anxious to control commercial banks' access through Target to liquidity from the central bank, bank supervisors are eager to extend as much as possible the use of real time settlement systems like Target, to reduce the risks run by the banks they supervise. Behind the central bankers' debates, however, lies a straightforward issue of competitiveness. If Target becomes the dominant channel for high-value payments in Europe, banks in countries outside Emu could be disadvantaged if they do not have access to the system on the same terms as their competitors.

At this point the debate could move from the implementation of monetary union to the application of the rules of the single European market, which forbid discrimination against any member country. If, on the other hand, access to Target is too tightly limited, banks may bypass it and channel their payments through more traditional alternatives such as correspondent banks in euro countries or the existing private EC clearing system. The EMI, meanwhile, finds itself stuck in the middle of an argument between "ins" and "outs". It can scarcely duck the debate over the access of British or Danish banks to Target. But it sees no need to invite further complications by encouraging the Swiss approach.

George Graham

July 19 1996

Italian on cons

German common to elect

Moscow to end crisis in

Italian parties agree on constitution review

By Robert Graham in Rome

Italy's political parties yesterday agreed a compromise deal paving the way for the first big overhaul of the country's constitution since it was introduced in 1948.

A special commission formed from both houses of the Italian parliament is to be set up to carry out a constitutional review by June 30 1997. Given the broad scope of the changes expected, this could prove a tight timetable to follow.

The centre-left government and the rightwing opposition have been at loggerheads since the new parliament opened two months ago about how to proceed on the constitutional reform both promised in their electoral campaigns.

The government has favoured tackling the issue via a parliamentary commission or commissions.

The opposition objected because this tends to give the government majority too direct a control, and proposed instead a constituent assembly independent of parliament and less likely to be influenced by the centre-left.

On Wednesday, the centre-left Oliva Tree alliance pro-

posed establishing two 30-member commissions, one each for the chamber of deputies and the senate. But after discussions between Mr Massimo D'Alema, the leader of the Party of the Democratic Left (PDS) - the dominant partner in the Oliva Tree alliance - and Mr Silvio Berlusconi, the former prime minister and head of the rightwing opposition, this proposal was amended to a single bicameral commission.

This motion was put before parliament and the opposition abstained on the vote. The government's majority was assured yesterday when Mr Fausto Bertinotti, the leader of Reconstructed Communism (RC), said his party would vote for the resolution.

RC, formed from the hard left of the old Communists, is not part of the Oliva Tree alliance but provides parliamentary support for the government.

The commission's brief is very wide. It will look at the form of the state to see to what extent Italy should adopt a more federal system. It will examine the roles of the two houses of parliament, which currently replicate each other's

functions to an unnecessary degree. The respective powers of the prime minister and head of state are also likely to be reviewed and changed.

The opposition, especially the rightwing National Alliance of Mr Gianfranco Fini, has been pressing for a move towards a semi-presidential system, close to that of France. The prime minister's powers are also likely to be enhanced - at present the prime minister cannot sack ministers.

A bicameral commission was used in 1993 to reform Italy's electoral processes, replacing the proportional representation system.

The new commission's proposals will need to be approved by both the chamber and senate, with two-thirds of both houses backing them.

Yesterday's compromise did not extend to another outstanding issue that has seriously hindered the operation of parliament.

This concerns a formula whereby the parties agree to get rid of the backlog of some 90 decrees inherited from the old legislature. Unless these decrees are quickly passed into law, all new business is liable to be delayed.

West increases pressure on Serbs

By Laura Silber in Belgrade and Bruce Clark in London

Mr Richard Holbrooke, the US troubleshooter in former Yugoslavia, yesterday threw his weight behind warnings that the main Serb party will be banned from Bosnia's elections unless Mr Radovan Karadzic resigns as its leader.

On the eve of today's deadline for Mr Karadzic to step down as party chief, Mr Holbrooke warned that the Serbian Democratic party (SDS) would be "out of the elections" if it insisted on keeping an indicted war criminal at its helm.

UK officials, who have stressed the need for the elections to be as inclusive as possible, said they now anticipated that the SDS would be disqualified - with Mr Robert Frowick, the US diplomat in charge of the elections, overruling any members of the electoral commission who dissented from the move.

Mr Holbrooke yesterday held his second round of talks in two days with President Slobodan Milosevic of Serbia, who faces the threat of renewed sanctions unless he hands Mr Karadzic over to the United Nations war crimes tribunal.

Before the start of yesterday's talks, Mr Holbrooke announced that Mr Rjnj



A UN forensic team removing evidence of war crimes from a mass grave at Cerska in Bosnia

Ganic, vice-president of Bosnia, would next week travel to Belgrade with a Bosnian trade delegation in the first visit since the outbreak of war in

Bosnia. Originally proposed by Mr Milosevic, the visit appears to be a "carrot" aimed at persuading the Serbian president, who is anxious to end Serbia's

economic and political isolation, of the advantages of working with the west and delivering Mr Karadzic. Mr Ganic, who will be

accompanied by members of the Moslem-Croat Federation government and Bosnian businessmen, welcomed the invitation from Belgrade as recognising a fact of life.

The stakes are now higher than ever for the international mediators intent on sticking to the year-long Dayton plan. If Mr Karadzic refuses to disappear from the political scene, the Moslem Party for Democratic Action has warned it will boycott the poll planned for September 14. On the other hand, the Serbs are likely to boycott the election if Mr Frowick bans their SDS party.

Ahead of his meeting with Mr Holbrooke, Mr Milosevic yesterday summoned Mr Miroslav Kraljevic, speaker of the Bosnian Serb assembly, and Mr Aleksa Buha, Bosnian Serb foreign minister, to Belgrade from Pale, their stronghold.

Arriving by helicopter, they were escorted by Mr Jovica Stanisic, the powerful head of Mr Milosevic's secret police who has been an effective player in the politics of Serb-held Bosnia.

Against a background of reports to Belgrade that options were being considered for removing Mr Karadzic but not handing him over to the tribunal, Mr Holbrooke said it would be "misleading" to suggest that a deal was in the works.

Germany urges common system to elect MEPs

By Quentin Peel in London

Germany has thrown down a new challenge to the British government over Europe, calling for a common voting system for the European parliament, which would mean introducing proportional representation in the UK.

The plan has been put forward by Mr Werner Hoyer, the minister of state in the German foreign ministry, who is his country's chief negotiator in the ongoing EU intergovernmental conference.

In an article in today's Financial Times, he singles out the continuing British insistence on its first-past-the-post election system for members of the European parliament as one of the biggest obstacles in creating a genuine European democratic system.

"The absence of uniformity is one of the main obstacles to the emergence of a public that thinks of itself as European," Mr Hoyer said. "It casts doubt on the democratic legitimacy of the European parliament."

He points out that the swing of votes in Britain, the only country in the EU to use the direct voting method, has a marked impact on the strengths of the political groups in the parliament.

The European socialist group enjoys a 44-member lead in the European parliament, accounted for entirely by the British election result. The

British Labour party won 2.6m votes more than its Conservative rival, to gain that 44 seat advantage. To get the same lead in Germany, it would need a 12.5m vote advantage, Mr Hoyer says.

"Such blatant disproportionate representation of electors' intentions can no longer be defended," he says.

The German minister, who is a member of the Free Democratic Party in the German Bundestag, is calling for the EU intergovernmental conference to introduce a single system which would require a substantial degree of proportional representation in all member states. However, it would still leave enough flexibility for Britain to keep part of its old system.

He is proposing an EU-wide election system to be presented to the IGC, according to which the distribution of seats in the European parliament would be primarily determined according to proportional representation, taking account of the votes cast throughout the territory of a member state.

In addition, member states would be allowed to use the first-past-the post system, to distribute a maximum of two-thirds of a country's seats. The rest of the seats would be distributed so that the overall proportions would correspond to the total votes cast in each country.

Uniform system, page 12

Moscow acts to end energy crisis in east

By Chrystis Freeland in Moscow

The Russian prime minister, Mr Victor Chernomyrdin, has ordered an emergency shipment of 10,000 tonnes of fuel to the far east to end an energy crisis which has all but paralysed the region.

Mr Yevgeny Nazdratenko, governor of the Primorsky region on Russia's Pacific coast, applauded the "brilliant" move but warned that a second power blackout could hit the area this autumn when the new shipment runs out.

Residents of Vladivostok, the region's capital, had only three hours of electricity yesterday as a power crisis which began earlier this week deepened. Hospitals, schools and local government offices were all hit by the shutdown.

Mr Nazdratenko blamed the blackouts on the federal government's failure to pay the \$150m (\$180m) bill which the military and state-owned defence factories owe to local power companies. The federal debt has created a cash squeeze at the power plants, which have been unable to make the advance payments required by fuel suppliers.

The Pacific Fleet, which is based in the province, also

provided stop-gap support, dipping into its own strategic reserves to offer 1,500 tonnes of fuel to two power plants near Vladivostok.

Mr Nazdratenko and other local officials said that this week's crisis has highlighted structural problems in the Russian economy which were obscured by this spring's intense political battle between President Boris Yeltsin and his Communist rival for the presidency.

The pugnacious far eastern governor said that his region, which shares a long and troubled border with China, can survive only if Moscow alters the energy and transport policies which have drastically raised the cost of living in the area. In the Soviet period, the government subsidised freight and fuel for distant regions.

Officials at United Energy Systems, the national electricity utility, warned that fuel stockpiles at power plants across the country had dipped dangerously low. As a consequence, they said, much of the country could suffer the sort of crippling power shortages now affecting the far east later this year. The most serious power cuts, officials said, were likely to be in Siberia and along the Pacific coast.

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World Bank favourites slip in reform stakes

By Roula Kheif

Morocco and Tunisia, the two darlings of the World Bank in the Middle East and North Africa, are falling behind other developing countries, the World Bank has warned.

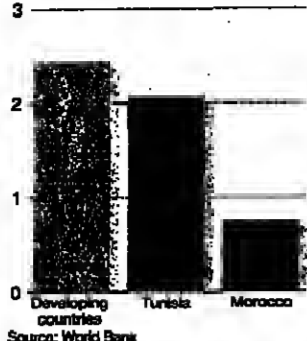
At seminars last week sponsored by the World Bank, Bank officials said the two countries must accelerate their integration with Europe to keep up with the rate of growth in production and international trade among developing countries.

While average per capita real exports in the developing world rose at 5 per cent a year between 1990 and 1994, the growth rate was only 2.5 per cent in Tunisia and about 1.5 per cent in Morocco. Compared with other developing countries, Morocco and Tunisia also recorded weaker per capita gross domestic product growth in the last four years.

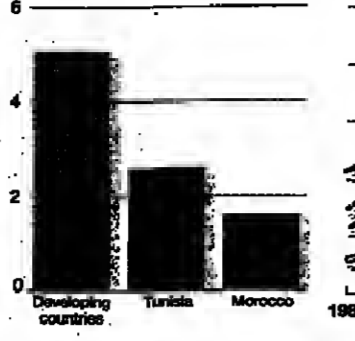
Both countries have signed partnership accords with the European Union to create a free trade zone within 12 years but are struggling to implement the agreement. World Bank officials believe integration should occur much faster. "The agreement with the EU

Tunisia and Morocco: falling behind

Per capita GDP growth (1990-94) Annual % change



Real per capita exports growth (1990-94) Annual % change



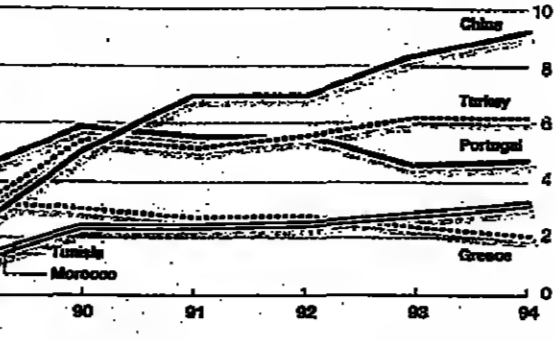
will provide a very good environment and send a clear signal to local and foreign investors that governments have credible policies of integration," said Mr Christian Delvoie, World Bank division chief for the Maghreb region. "But 12 years is very long."

Morocco and Tunisia in the 1990s were committed to strict reform programmes under the auspices of the International Monetary Fund, which led to higher growth rates than in the rest of the Middle East and

North Africa region. Reforms also reined in inflation, lowered budget deficits and reduced poverty levels. But a World Bank official says Morocco and Tunisia "have not yet developed the incentives on the ground for exporters to be more aggressive."

Although both countries slightly increased their EU share of textiles exports (the main merchandise export) since 1988, their performance pales in comparison with the gains achieved on European

EU textiles market % share of selected countries



markets by other developing countries such as Turkey and China.

Bank officials tried to press the two countries into dismantling tariff barriers sooner. Pointing out that the level of protection remains high - about 40 per cent in Morocco and up to 30 per cent in Tunisia - they argued that governments should cut tariffs to discourage serving the local market and force local companies to be more competitive. Lower tariffs would also lead

to more realistic exchange rates which would help boost exports.

Governments were also urged to accelerate privatisation and increase flexibility in labour markets to help attract foreign investors. Tunisian officials estimate that the EU accord will harm the economy unless they can attract about \$200m of foreign direct investment a year outside the energy sector. Total FDI into Tunisia stood at a mere \$300m last year, only \$85m of which was

Iraq's food for oil plan accepted

By Michael Littlejohns, United Nations Correspondent, in New York

Iraq's food-for-oil distribution plan was yesterday accepted by Mr Boutros Boutros Ghali, UN secretary-general, after weeks of intense negotiations.

Mr Boutros Ghali and Mr Abdul Amir al-Ambari, the Iraqi negotiator, signed the accord, which is subject to approval by the sanctions committee of the UN Security Council. There appears little doubt that the committee, headed by Mr Tono Eitel of Germany, will give its assent to a process that will place \$2bn-worth of Iraqi oil on world markets in six months.

The move came as the Security Council held further consultations in an attempt to gain access by international weapons inspectors to a site near Baghdad suspected of holding Iraqi chemical and biological armaments and possibly also missiles.

Once the oil begins to flow, extensions of the agreement are expected, to help relieve the plight of Iraqi civilians suffering from severe shortages of food and humanitarian supplies because of insufficient foreign exchange to pay for them.

Ensuring distribution of food and medicines was fair to all sections of the population including the rebellious Kurds, and that cash proceeds of oil sales were not diverted to prohibited uses held up the agreement. Mr Boutros Ghali declined to speculate when the final stage of implementation would be reached, but Mr Ambari said he hoped Iraq could start selling oil by "early in August".

This will be the first relaxation of UN-imposed sanctions since Iraq invaded Kuwait five years ago.

The secretary-general began reviewing Iraq's proposals last Monday. It was still not entirely certain last night that the US and Russia approved of the distribution plan but UN diplomats believe they would hesitate to oppose it.

Burundi security talks under way

By Michele Wrong and Agencies

Preparations for an East African military operation to halt the bloodletting in Burundi got tentatively under way yesterday, despite continuing uncertainty over whether the country's Tutsi community will accept the deployment or regard it as a hostile force.

Mr Julius Nyerere, the former Tanzanian president spearheading the Burundian peace process, hosted closed-door talks in Dar-es-Salaam between Mr Salim Ahmed Salim, secretary-general of the Organisation of African Union (OAU), the European Union's special envoy to Burundi and European and US diplomats.

Delegates were due to discuss financing, expected to come almost exclusively from the west, for an East African force of Ugandan, Tanzanian and Ethiopian troops that will, in theory, try to stop the conflict between the Tutsi-dominated army and Hutu rebels operating from Zaïre.

Deployment of the force, first requested by Burundian leaders last month, was given strong backing at the OAU summit in Yaounde.

But diplomats said it was still unclear whether a "peace-keeping" or a "peace enforcement" force would be needed, given recent contradictory signals coming from Bujumbura, where the Tutsi prime minister has backtracked on his original plea for help and warned of the army being "neutralised".

Burundian officials are drawing up their own plans for the mandate for the force, which the army wants under its own command, a condition unlikely to be accepted by regional governments determined to prove their neutrality.

In Bujumbura, university students, for the most part Tutsis, yesterday called on the army to recruit young people to fight the rebels.

Bankers Trust lost \$23m in copper price plunge

By Richard Waters in New York

The Sumitomo-induced plunge in copper prices in May left Bankers Trust nursing losses of \$23m in its commodity derivatives business, the New York bank said yesterday.

Meanwhile, other US banks which are among the biggest creditors of Sumitomo said they remained confident the Japanese company would meet its obligations, in spite of questions over the nature of their lending.

Chase Manhattan, the biggest US bank, which is understood to have lent \$500m linked to transactions conducted by Sumitomo's sacked copper trader Mr Yasuo Hamanaka, said: "We are very comfortable with our valued relationship with Sumitomo, and fully expect payment

under any contracts we have with them."

J.P. Morgan, also thought to be a big creditor, said the Japanese corporation was "one of the most highly rated borrowers around".

In spite of its copper-trading losses, Sumitomo continues to have a double-A credit rating from the biggest rating agencies, a level that reflects a strong belief in the company's ability - and willingness - to meet its debts.

However, in the wake of the long-running dispute between Procter & Gamble and Bankers Trust over who should bear responsibility for losses sustained on two interest rate derivatives contracts, the issue may not prove so straightforward. In a settlement months ago, Bankers Trust agreed to meet most of P&G's losses, a move indicating that the bank

partly accepted the company's claims that it had been misled about the level of risk in the contracts.

The US banks' credit exposure to Sumitomo is thought to be largely under derivative contracts entered into by Mr Hamanaka. And while there have been no suggestions of sales abuses similar to those in the P&G case, there have been rumblings that the unusual nature of the transactions should have put the banks on notice about possible abuses by the Japanese trader. That in turn could be used as the basis for any case Sumitomo might try to mount against the banks.

Such an argument would be more difficult to sustain in the wake of the P&G case, according to one US regulator. Bankers Trust results, Page 16; Commodities, Page 24

Israeli banks in plea on troubled mutual funds

By Ilene Prusher in Jerusalem

Five leading Israeli banks which manage most of the country's collapsing mutual funds have called on the government to act to stop a complete collapse of the funds.

Responding to the letter a finance ministry official pointed to the government's decision this week to buy bonds to stabilise prices and lower market yield.

But the five banks - Bank Hapoalim, Israel Discount Bank, Bank Leumi, First International Bank of Israel, and United Mizrahi Bank - are now urging the finance ministry to take additional steps to curb a complete provident fund collapse.

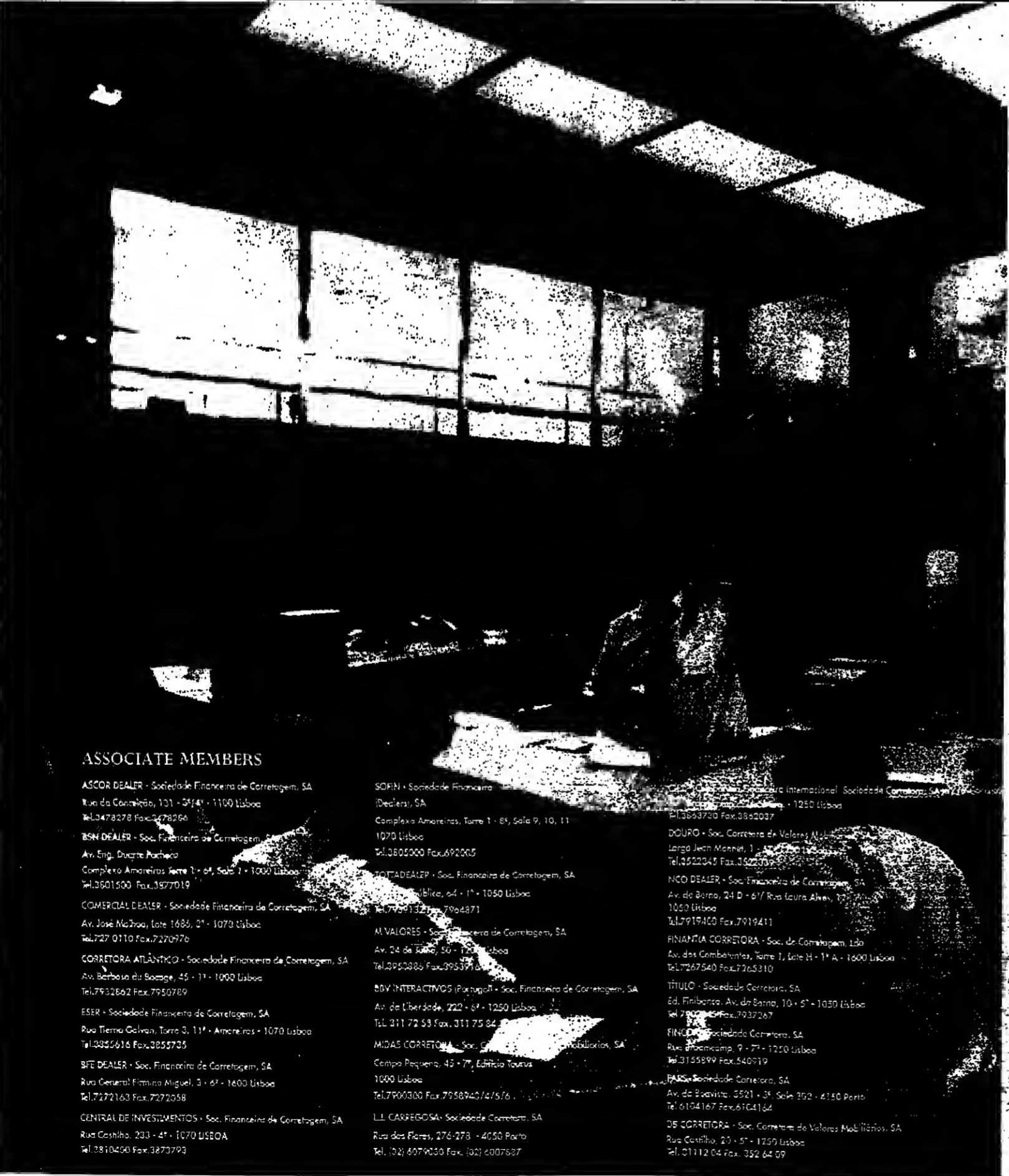
First, they are asking for an easing of old protectionist policies discouraging foreign investment. Moreover, the banks are point-


ing to the damage done by an accord that gives preferential treatment to pension funds.

The funds, which represent some 40 per cent of public financial assets, have been popular because Israelis were allowed to make a certain portion of their contributions tax-free and could withdraw their gains at maturity tax-free.

"People have been losing money for two or three years," said Mr Shaul Katznelson, chief economist at Israel Discount Bank. "People look at their returns and they say it's down again, and again, and again, so now it's okay, we've had enough, we want out."

Israeli shares rebounded yesterday after 10 sessions of decline, described by analysts as a correction. The benchmark Mishkanim index rallied 6.48, or almost 4 per cent, to 176.66, in low volume.





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JULY 19 1996

Japan and US square up for air battle

By William Dawkins in Tokyo

Japan's transport ministry yesterday warned that it would retaliate if the US carried out a threat to impose sanctions against the cargo business of Japan Airlines.

The warning, the latest skirmish in perennially sensitive US-Japan air transport relations, came a day after the US transportation department asked Japan to comment on Washington's proposal to ban JAL from landing cargo in the US if it had been carried to US destinations from Asian airports via Japan.

The US threat, which does not specify a deadline for a final decision, is in response to the Japanese government's refusal to grant permission for Federal Express to open six cargo routes on July 1 from the US via Japan's Kansai airport into Asia, a fast-growing and lucrative market.

This is the second US threat of sanctions against Japanese air cargo operations in the past year.

The two sides nearly came to blows last summer over a similar frustrated request from Federal Express. But sanctions were averted at the last minute, after Japan gave Federal Express its licence in return for US agreement to renegotiate cargo rights under their post-war bilateral aviation treaty.

"It is very disappointing that the US has unilaterally announced the proposal to impose sanctions against Japan," said Mr Yoshiyuki Kamei, the transport minister. According to the ministry, these so-called "beyond rights" are not included in the bilateral aviation treaty. The US contests this.

Japanese officials said the likely counter sanction would be to ban as yet unnamed US carrier from operating cargo flights between Japan and five Asian destinations, Manila and Cebu in the Philippines, Kuala Lumpur and Penang in Malaysia, and Singapore.

Japan's mighty dump truck maker is facing a challenge on its home ground

UK company takes dig at Komatsu stranglehold

By John Griffiths

Komatsu, the Japanese construction and industrial equipment maker, is to face the first challenge to its stranglehold on Japan's market for off-highway construction, quarrying and mining trucks.

It will come from Aveling Barford, a modest-sized British company once part of state-owned British Leyland, in partnership with a joint venture set up by Mitsubishi and Caterpillar, the US off-highway equipment and engine maker.

Shin Caterpillar-Mitsubishi (SCM) is to market Aveling Barford's off-highway trucks throughout Japan under an initial three-year agreement expected to involve sales worth \$30m. Aveling Barford is a wholly-owned subsidiary, and by far the largest operating company of Wordsworth Holdings, a UK group with 800 employees and a turnover of \$100m.

At least as significant for Aveling Barford, however, is

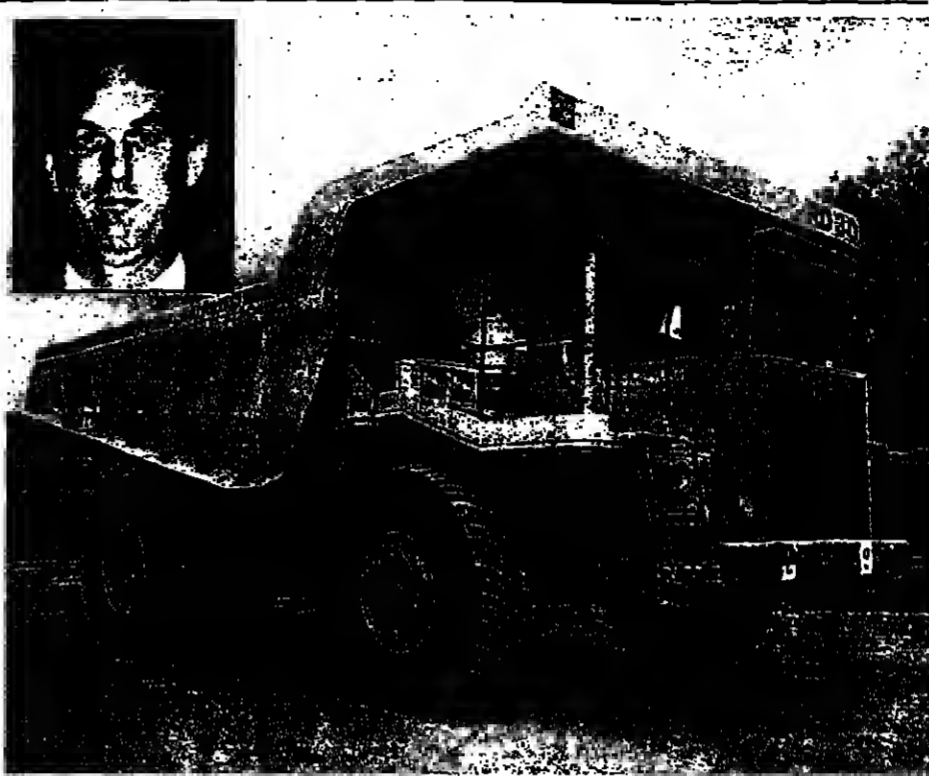
the additional export prospects opened up by the newly-forged links with Mitsubishi as an international trading house partner.

The deal opens the door to Aveling Barford's off-highway trucks being included in Japan's extensive overseas aid projects. Mr Peter Youlton, managing director, said yesterday in giving details of the venture at the UK's Department of Trade and Industry. Already he expects the company's trucks to form part of one such project being studied in Pakistan.

"In the past, it would have involved Komatsu only; now they've got a choice."

Mitsubishi is also to help Aveling Barford seek business in China, where the Japanese group already has an extensive distribution network for a variety of vehicles and equipment, and in other fast-developing Asian markets where the UK company does not already have a presence.

SCM itself made the



Aveling Barford's RD300 dump truck and (inset) managing director Peter Youlton. The company has big plans to invade the Japanese market.

approach to Aveling Barford, which produces trucks of a size and type not produced by Mitsubishi and Caterpillar themselves, having talked to several larger rivals. The \$180,000-200,000 trucks at the centre of the deal are mainly in the 30-tonne payload category. Aveling produces 150-180 trucks a year, the biggest with payloads of 65 tonnes and each costing around \$250,000.

Aveling Barford, which

exports around 85 per cent of its production, is also independently examining opening up new markets in Pakistan, the Middle East and Africa. It already sells extensively to other Asia-Pacific markets as well as Latin America.

The company has doubled its turnover in the past three years and is looking for acquisitions to extend the business further, said Mr Youlton. It is also considering diversifying

into other engineering areas, such as motor components.

The name of Nippodensho will disappear from the ranks of European-based components manufacturers from August when European subsidiaries of Japan's biggest, and the world's second largest, components maker change their name to Denso.

The Japanese parent will change its name to Denso Corporation in October.

WORLD TRADE NEWS DIGEST

French study water scheme

Lyonnais des Eaux, the French water group, is conducting a feasibility study for a \$100.5m, build-operate-transfer (BOT) water treatment project for Ho Chi Minh City, Vietnam's booming commercial capital. Mr Vo Van Duong, director of the city's water supply company, said if the study was completed by the end of this year, the authorities could start the approval process early next year.

The project would provide 300,000 cubic metres of water a day. Current demand is 900,000 cu m daily but the city's ageing French and US-built system only provides 700,000 cu m a day.

A second water project, also at the feasibility stage, involves a consortium of Pengkalan Group of Malaysia and Thames Water of the UK, valued at \$1.45m. Vietnam's first BOT project was a water project approved last year. The 20-year, \$30m water treatment and supply project has been delayed due to difficulties in accessing land.

Ho Chi Minh City relies on a creaking water system built by French colonialists last century for a population of over 400,000. Although expanded in the 1960s under the US-backed South Vietnamese regime, it cannot cope with a city now containing about 6m people. *Jeremy Grant, Ho Chi Minh City*

Dolphins bill makes progress

The US House of Representatives Ways and Means Committee has passed trade portions of a bill allowing imports of tuna caught in encircling nets as long as dolphins that swim above the tuna are not killed. The bill, which has split environmental activists, should move to the House floor within two weeks.

The bill changes the definition of the "dolphin safe" label the US tuna industry had adopted barring use of tuna caught in the nets that used to snare and drown hundreds of thousands of dolphins in the Pacific. *Russell, Washington*

Mongolia cleared to join WTO

The World Trade Organisation yesterday approved membership terms for Mongolia, the first former communist country to negotiate entry to the world trade body. Mongolia, which applied to join Gatt, the WTO's predecessor, in 1991, is expected to become a member later this summer following ratification of its accession protocol. It will be preceded by the Solomon Islands which will become the WTO's 133rd member on July 28.

The WTO's general council also established a membership working party for Georgia, the 12th of 15 former Soviet republics to request entry. Only Azerbaijan, Tajikistan and Turkmenistan have so far made no approach to the WTO. *Frances Williams, Geneva*

India ally for HK telecom group

Escorts, the Indian auto-engineering and manufacturing group, has allied with First Pacific, the Hong Kong telecoms group, in a joint venture the group says will invest \$350m (\$1bn) over the next 10 years installing cellular phone systems in three Indian states.

Escorts will hold 51 per cent of Escotel, the joint venture company, which won licences to provide cellular systems in the states of Haryana, Kerala and western Uttar Pradesh in a bidding round held last year. Mr Rajan Nanda, Escorts' chairman, said the venture would invest \$1.4bn over the first three years. He said services in the first 16 Indian cities to be covered in the initial investment would begin in October. *Mark Nicholson, New Delhi*

Siemens tries out 'no-frills' controls

By Peter Marsh in London

Siemens is test marketing in Britain a new range of machine tool controls destined for China on the grounds that the UK's "value for money" approach to factory automation is closer to east Asia than that of any other big European country.

"Britain is half way to Asia [in its attitude to using machine tools]," said Mr Norbert Armbruster, Siemens' marketing director for machine tool controls. What some might take as a

back-handed compliment to the UK concerns a new set of cheap, "no frills" controls which Siemens has developed largely to meet the fast-growing market in east Asia, excluding Japan. Siemens is Europe's biggest electronics and electrical goods company.

In the world's \$65bn-a-year machine tool controls industry, Siemens is the second biggest company, accounting for about a fifth of sales. Fanuc of Japan is the leader, with 40 per cent of the market. In Europe and the US, Fanuc sells its controls through a joint venture with

General Electric of the US. Siemens' marketing efforts concern a new set of machine tool controls which sell for about DM16,000 (\$10,500), less than half the price of more sophisticated controls in which the German company has traditionally specialised.

It is stepping up its attempts to sell the products to UK-based machine tool companies, many of which are accounting low-cost machines aimed at small jobbing shops, as a prelude to launching a still cheaper version of the controls system in China next year.

Mr Armbruster said he was specifically targeting the UK's 600 Group and Bridgeport and Cincinnati Milacron of the US, both of which have large UK factories, for sales of the new systems.

In the past, the German company has been accused of "over-engineering" its machine tool products, especially in relation to Fanuc's cheaper controls.

Siemens believes the east Asian region, outside Japan, will account for sales in 2000 of 42,000 controls, worth DM640m. Last year, in contrast, Siemens

reckons the region bought 23,000 units, valued at DM400m.

The forecast 83 per cent growth in sales in the region, in unit terms, would be far higher than the comparable 16 per cent growth Siemens foresees for the whole world.

The projections hinge on the rapid industrialisation of the region, much of which is based around hundreds of thousands of small jobbing shops meeting the demand for locally made components from groups such as multinational car companies.

Australian states slated over investment rivalry

By Nikki Tait in Sydney

Australia's federally-funded Industry Commission has criticised the nation's states and territories for their fiercely competitive approach to attracting investors, both domestic and foreign.

"Gains from providing selective, firm or project-specific assistance at the state, territory and local government level are largely an illusion," the commission said in a draft report. "Rivalry between jurisdictions for development and jobs at best shuffles jobs between the regions and at worst reduces competitiveness and the income of Australians as a whole."

State premiers, however, yesterday claimed that the assistance was essential to boost growth and that much of the investment ultimately resulted in higher exports for Australia. "The only thing that matters is whether we can keep our people employed, keep our community happy, keep it

growing," said Mr Jeff Kennett, the Victorian premier, whose state spent tens of millions of dollars to woo the grand prize race to Melbourne.

And Mr Dean Brown, South Australia's premier, said: "In the past two years, we have created more than 2,000 jobs in the information technology sector alone, in part as a result of industry assistance measures. The vast majority of these are new jobs."

According to the commission, the eight governments provide around A\$2.5bn (\$2bn) of annual budgetary assistance, and another A\$4.8bn of payroll tax breaks, largely to small businesses. Per head, the biggest spenders are the smaller states and territories - South Australia, Tasmania and the Northern Territory.

Some of the more prominent examples include the New South Wales government's wooing of Mr Rupert Murdoch's News Corporation to set up film studios in Sydney, and the South Australia govern-

ment's assistance to Westpac bank to run a major loan centre from Adelaide.

The commission noted that similar studies of selective assistance packages in the US - also developed by states in competition with one another - were "generally assessed to be unfavourable". It also pointed out that the European Union had made efforts to limit the provision of assistance by member countries.

The commission hinted that selective aid might be unconstitutional: "The provision of assistance to industry may not be in the spirit of the 'free trade among the States' provision of the Australian constitution," it said.

The commission report outlined a number of options which could bring greater "discipline" to the industry assistance bidding - ranging from more transparency and monitoring, to a comprehensive agreement between states to limit the provision of assistance.

US public support for free trade growing

By Nancy Durno in Washington

Support for liberalised trade among the American public has grown over the past five years, although a large number still believe foreign imports are a threat to US jobs and wage levels, according to a poll released by the Washington-based Committee for Free Trade and Economic Growth.

Public hostility towards trade was inflamed by the debates over the North American Free Trade Agreement and the creation of the World Trade Organisation. Clinton administration initiatives such as the Free Trade Agreement for the Americas have been stalled by congressional ambivalence over trade issues.

However, the survey found that in the last five years, Americans have grown more confident about US competitiveness and a majority believe that foreign imports are a net benefit for the US economy. "Public leaders need not run away from trade issues or apologise for supporting free trade," said Mr Robert Strauss, former US trade representative and a member of the committee's advisory board. "The survey found that partisanship seldom makes a significant difference in trade attitude. So both Republican and Democratic leaders can make a serious commitment to free trade without risking the alienation of their own partisans."

Fifty-seven per cent of the respondents in the survey, conducted by Market Strategies, said the US was in either an "excellent" or "good" position to compete. This is an improvement of 15 percentage points from 1991.

However, 51 per cent also consider world trade practices to be generally unfair. Market Strategies concluded that reporting about large US trade deficits has contributed to that sentiment.

The survey revealed a "clouded" public understanding of trade. While Americans favour increasing economic growth by selling more US products overseas, they also listed as equally important maintaining "decent wages in the US against cheap foreign labour".

Canberra warning over South Pacific concessions

By Nikki Tait in Sydney

Mr Alexander Downer, Australia's foreign minister, yesterday warned that concessions within the South Pacific Regional Trade and Economic Agreement (Sparteca) may not be continued indefinitely. Sparteca awards island nations preferential access to the Australian and New Zealand markets and has, for example, helped in developing a garment-manufacturing industry in Fiji.

Mr Downer said that a review of the Sparteca arrangements, begun shortly after Australia's new federal coalition government took office in March, had been completed, and that policy options were now under consideration.

"While it is too soon to predict the policy options we will put forward for discussion with the (South Pacific Forum) island countries, the message is that special concessional arrangements do not provide a lasting solution," he cautioned.



Downer: review

for concessionary entry. Mr Downer, making his first major statement on the coalition's South Pacific policy, also declined to give any precise commitments about the amount of aid Australia would continue to supply to island nations - beyond saying that he hoped to ensure a "substantial contribution" despite budgetary pressures. At present, the South Pacific takes almost a third of Australia's A\$1.5bn a year aid budget, of which about A\$300m (under treaty commitments).

The foreign minister said Australia's priority at the next annual meeting of the 15 South Pacific Forum nations in September would be to implement previously-agreed reforms in the areas of fisheries management and sustainable logging. Australia, he added, also "expects the important economic agenda to be taken forward, particularly in the areas of investment policy and tariff reform".

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Welcome to The Friendly Airline

AUSTRIAN AIRLINES

Airline's problems compounded as passengers' fears over the safety record of old aircraft are reinforced

Crash likely to set back TWA's return to prosperity

By Richard Tomkins
in New York

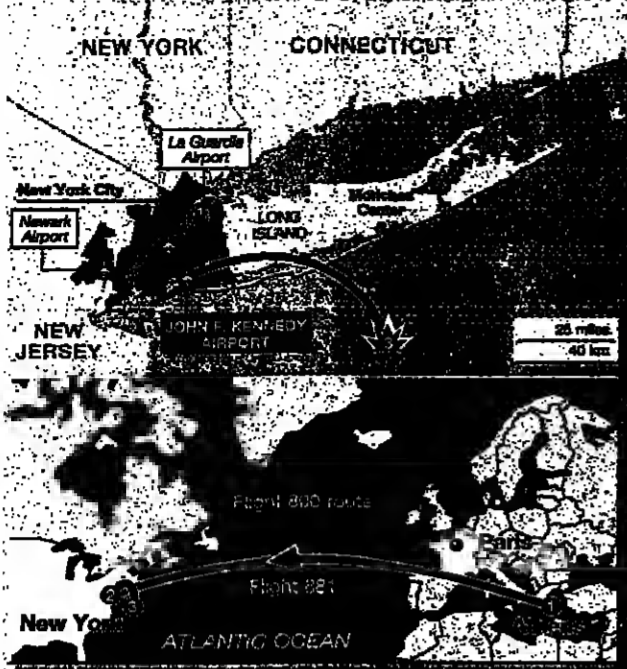
The crash of TWA flight 800 could prove a severe setback for Trans World Airlines at a time when the twice-bankrupt company looked as though it was turning the corner in its efforts to regain financial health.

Coming so soon after ValuJet Airlines crash in May, it may also reinforce passengers' worries among the safety of US airlines that fly old aircraft. The airline that crashed was 25 years old, and TWA's fleet is the oldest of any large US carrier.

TWA, based in St Louis, Missouri, was once one of the world's biggest and best-known airlines. This year it had been celebrating the 50th anniversary of its introduction of transatlantic services in 1946: its first-ever transatlantic flight, like Wednesday night's flight 800, left for Paris.

The airline's troubles began in the 1980s when deregulation of the US airline industry heightened competition. In 1988, it was taken over by the corporate raider Mr Carl Icahn in a highly leveraged buy-out, and when the airline industry went into recession, it was dragged into bankruptcy by the cost of servicing its debt. TWA emerged from bankruptcy in 1993 in a somewhat different shape. Some of its routes had gone, including the key transatlantic routes to London, sold to American Airlines in 1991. The airline was

The final hours of Flight 800



① The TWA plane, as Flight 800, leaves Adair's soon after midnight, Wednesday local time for New York. "The airplane underwent strict checks at Adair's airport, a triple check by Airline employees, as well as an employee for passengers, baggage and hand luggage, and Sebelia, a Greek government spokesman said. "There was also a check by the Greek security company, which is employed by the airline."

② The aircraft arrives at New York's John F. Kennedy airport late afternoon local time and, as Flight 800, departs for Paris at around 20.30. A total of 229 people are on board - 212 passengers and 17 crew. At JFK, an engine pressure ratio gauge was replaced, according to reports.

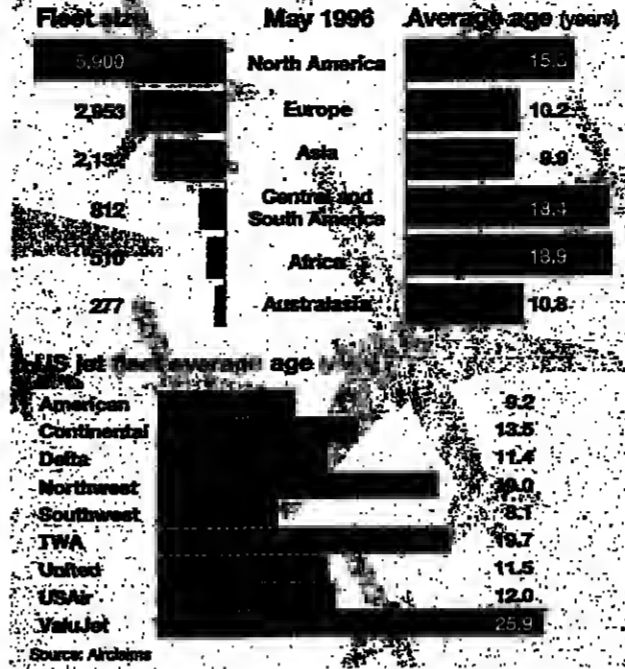
③ Soon after take-off, the jetliner explodes in a fireball over the sea. A report of a "strong" smell of jet fuel is noted. The FAA's investigation is under way. The FAA's investigation is under way. The FAA's investigation is under way.

also part-owned by its employees, who agreed to work for less pay in return for 45 per cent of the company's shares. The rest went to creditors. The company that remained was mainly a domestic carrier ranking seventh, and last, in the league table of large US airlines. But it retained several international routes: it flew to 12 destinations in Europe and the Middle East, including Paris, Rome, Madrid, Athens,

Cairo, Tel Aviv and Riyadh. Since then, the story of TWA has been its continuing struggle to pay off its remaining debt and move back into profit. At times, its existence has looked precarious; indeed, it had to go into bankruptcy again last year as part of a financial restructuring agreed with its creditors. Recently, however, it had begun to look as though TWA might make it. Hours before

the crash of flight 800, it had reported a jump in net profits from \$1.2m to \$30.4m in its second quarter to June, and the company was hoping that this year would mark its return to a full year net profit for the first time since 1988. One symptom of TWA's troubled recent history is that it has lacked the means to invest in new aircraft. As a result, the average age of its fleet has grown to nearly 20 years, and

The age of the world fleet



the average age of its Boeing 747 fleet is about 26 years. Earlier this year TWA moved to reverse the ageing process by ordering 20 new Boeing 787-200s, and on Wednesday it announced that it had placed an order for five new McDonnell Douglas MD-83s with a commitment for perhaps 10 more by the end of the year. The US Federal Aviation Administration has repeatedly stressed that old aircraft are

not a safety hazard as long as they are properly maintained. Nevertheless, when the ValuJet Airlines DC-9 crashed in the Florida Everglades with the loss of 110 lives, much was made of the fact that the aircraft was 27 years old. The cause of the ValuJet crash has not yet been determined. The evidence so far points towards an explosion among some hazardous goods in the cargo hold, but ValuJet

Aircraft insured for \$11m

The TWA Boeing 747-100 which crashed off Long Island was insured for \$11m, while passenger liability for some of the 229 on board could be as high as a theoretical maximum of around \$3m, it emerged yesterday, Jim Kelly reports from London. The lead insurer for the aircraft was US Aviation Insurance Group (USAIG). The risk was placed globally by brokers Johnson & Higgins - based in the US and UK. It is understood very little risk extends to the Lloyd's of London market. However, as investigations into the cause of the crash continued, it became clear that if terrorists had brought down the jet the liability would transfer substantially to Lloyd's - where marine underwriters specialise in the "war risks" market.

Liability insurance payouts for passengers could be \$2m-\$3m for each US citizen but the amounts could vary widely for all passengers depending on nationality and other factors, with minimum payouts likely around \$300,000. These risks are likely to be well spread internationally. It is understood that Lloyd's is directly exposed to only around 2 per cent of the risk.

There may also be the possibility of negligence suits against the airline as was the case with the PanAm 747 airliner which exploded over the Scottish town of Lockerbie in 1988. In one action alone, a dependent was awarded \$15m and several cases against the airline are continuing.

The Boeing 747-100 was one of the oldest in service, delivered in 1971. A London-based spokesman for Johnson & Higgins said they had handled the TWA account for the last two years, during which time there had been no serious accidents.

has nevertheless been grounded by the FAA because an intense inspection of its maintenance arrangements after the crash found evidence of shortcomings. In spite of the age of TWA's fleet, it has a good safety record, with no fatal crashes in recent years. But whatever the cause of the crash of flight 800, people may be deterred from using the airline if they have an alternative. USAir, the sixth

biggest US carrier, suffered a heavy downturn in traffic and severe revenue losses after suffering two fatal accidents in 1994. TWA can expect to come under scrutiny by the Federal Aviation Authority, and in its cash-strapped state, will face the same task as ValuJet in trying to persuade the administration's inspectors that cost is not an impediment to observing the highest levels of safety.

EU sets up machinery to retaliate over Cuba penalties

By Neil Buckley in Brussels
and Guy de Jongh in London

The European Union yesterday set in motion machinery to enable it to decide rapidly on retaliatory action against US legislation which would penalise foreign companies which "trafficked" in confiscated assets in Cuba. Ambassadors from the 15 member states, meeting in Brussels, agreed that US Presi-

dent Bill Clinton's decision this week partly to waive the Helms-Burton Act did not go far enough, and that they should aim to present a firm and united front in their dispute with Washington. The ambassadors approved European Commission proposals for further detailed work on possible counter-measures endorsed by EU foreign ministers on Monday. EU officials said that they expected some of the proposals to be ready for

discussion before next month's summer break. "We are constructing the machinery, but not starting the engine yet," one EU government official said after the meeting. "Mr Clinton's statement was a step in the right direction, but the main problems with the Helms-Burton legislation still exist," another member state diplomat said. "The conclusions of the foreign ministers' council still stand."

Officials of several EU governments said determination to stand firm against the Helms-Burton law had been strengthened by the US Senate's move this week to toughen another bill, which provides for sanctions against foreign companies investing in the Libyan and Iranian oil industries. EU committees are working on four options for possible retaliation endorsed by the Council and are expected to

start making detailed recommendations to the ambassadors as early as next week. Officials said legal experts from the commission and the member states had already agreed that there was a sound legal basis for bringing a complaint against the US legislation to the disputes procedure of the World Trade Organisation. They said a decision on whether to launch a WTO challenge would probably not be

taken until early September, in order to allow time to gather further evidence and to ensure that any case was as watertight as possible. The Commission is expected to present to the ambassadors this month a draft EU "blocking statute", which would authorise European companies affected by Helms-Burton to counter-sue subsidiaries of US companies for damages awarded under the act by US courts.

Brussels also hopes to publish this month a "watchlist" of companies and individuals in the US which could seek damages against the US operations of foreign companies which were found to have "trafficked" in confiscated Cuban assets. The fourth option, stricter visa requirements for US citizens visiting the EU, is expected to take longer to flesh out. It is not yet decided whether it should take the form of EU

legislation, or a concerted action by individual member states. The ambassadors also agreed that the EU should be ready to respond to any request by Washington for discussion of international policies towards Cuba. However, the ambassadors declared that they would firmly take action to resist any attempt to put pressure on the EU to comply with US domestic laws.

Greenspan speaks softly and shows inflation a big stick

By Michael Prowse
in Washington

Financial markets could hardly have hoped for a more reassuring message from Mr Alan Greenspan, the US Federal Reserve chairman. In testimony to Congress yesterday, he predicted moderate growth and a decline in inflation next year. The economy, he suggested, would neatly skirt the opposing perils of recession and accelerating inflation.

But while emphasising the positive economic outlook, he signalled the Fed's determination to raise short-term interest rates in coming months if economic data pointed to higher inflation in the future.

"I am confident that the Federal Open Market Committee would move to tighten reserve market conditions should the weight of incoming evidence persuasively suggest an oncoming intensification of inflation pressures that would jeopardise the durability of the economic expansion," he told a Senate committee.

This would be in keeping with a monetary policy that was "designed to act preemptively... to look beyond current data readings and base action on its assessment of where the economy is headed".

The "central tendency" of forecasts from the Fed's governors and regional presidents was for a slowing of economic growth, starting in the second half of this year and extending through 1997. Growth would be 2.5-2.75 per cent in the four quarters to the end of this year - reflecting the unexpectedly strong first half - but would decelerate to 1.75-2.25 per cent in the same period next year.

Reflecting this expectation of moderating growth, the Fed

US economic projections

	Federal Reserve	Clinton Administration
1996		
Real GDP	2.5 to 2.75	2.5
Consumer price index	2.5 to 3.0	2.5
Civilian unemployment rate	About 5.5%	5.6
1997		
Real GDP	1.5 to 2.0	2.5
Consumer price index	2.5 to 3.0	2.5
Civilian unemployment rate	5% to 6%	5.7

* Except civilian unemployment, average level in Q4 '95. Source: Federal Reserve.

was confident that inflationary pressures would decline next year. The consumer price index would rise 2.75-3 per cent in 1997 compared with a projected increase of 3-3.25 per cent this year. The increase this year would be higher than forecast last February, mainly because of a temporary rise in energy prices.

Looking forward, Mr Greenspan cited three reasons why economic growth would "settle back toward a more sustainable pace".

● The decline in bond prices this year would restrain demand. Intermediate and long-term interest rates had risen by 1-1.25 percentage points since January.

● The dollar had appreciated markedly on foreign exchange markets, which would depress exports and divert domestic demand towards imports.

● Spending on durable goods by households and companies would wane because "pent up demand" was exhausted, debt burdens were rising and opportunities for profitable investment were growing more scarce.

However, the timing and extent of any decline in growth was uncertain. Indeed, Mr

Greenspan conceded there were several factors that could stimulate growth. A desire to rebuild corporate inventories could add significantly to production in the near term. The economies of many foreign countries were reviving, which could support exports. And financial market conditions generally - an oblique reference to the strength of equity markets until recent weeks - "remain quite supportive to domestic spending".

He noted that inflation had been surprisingly quiescent given the fall in the jobless rate to 5.3 per cent in June. The overall consumer price index had risen at an annual rate of 3.3 per cent in the first six months of this year. However, excluding energy and food, the "core" index was up at a 2.8 per cent rate - about half a percentage point slower than in the same period last year. Broader price indices - such as an index for gross domestic purchases - were also subdued.

"Although nominal wage rates have accelerated recently, the rate of increase has been lagging significantly behind that predicted on the basis of historical relation-

ships with unemployment and past inflation."

Mr Greenspan said the apparent lack of inflationary pressure might reflect structural changes such as workers' concern about lack of job security in a rapidly changing world and the "globalisation" of economic activity which allowed companies to reduce costs by spreading the fixed expenses of production over a broader market for their goods.

But he stressed that these forces were exerting a transitory, not permanent, impact on the level, rather than the rate of change, of wages and prices.

Once the one-off gains from these structural changes had been fully absorbed, traditional inflationary forces associated with tight labour and product markets would reassert themselves.

There were "early indications that this episode of favourable inflation developments, especially with regard to labour markets, may be drawing to a close". The Fed thus had to be "vigilant to incipient inflation pressures that could ultimately threaten the health of the expansion".

Turning to fiscal policy, Mr Greenspan emphasised the critical importance of further reductions in the federal budget deficit, which would raise national savings. Significant and welcome progress had been made. However, the collapse of negotiations between Congress and the White House on legislation to balance the budget by 2002 had contributed to the negative tone of bond markets this year.

Market participants must "have been struck by the dying out of serious discussions that might lead to a bipartisan agreement to eliminate the budget deficit over time," he said.

Trade deficit for May worsens by 13%

The US trade deficit for May surged by more than 13 per cent to \$10.9bn, with both imports and exports rising to record levels, the Commerce Department said yesterday, writes Nancy Dunne in Washington.

It was the third consecutive month that the overall deficit had worsened. The surge of imports defied market expectations that the deficit would fall from

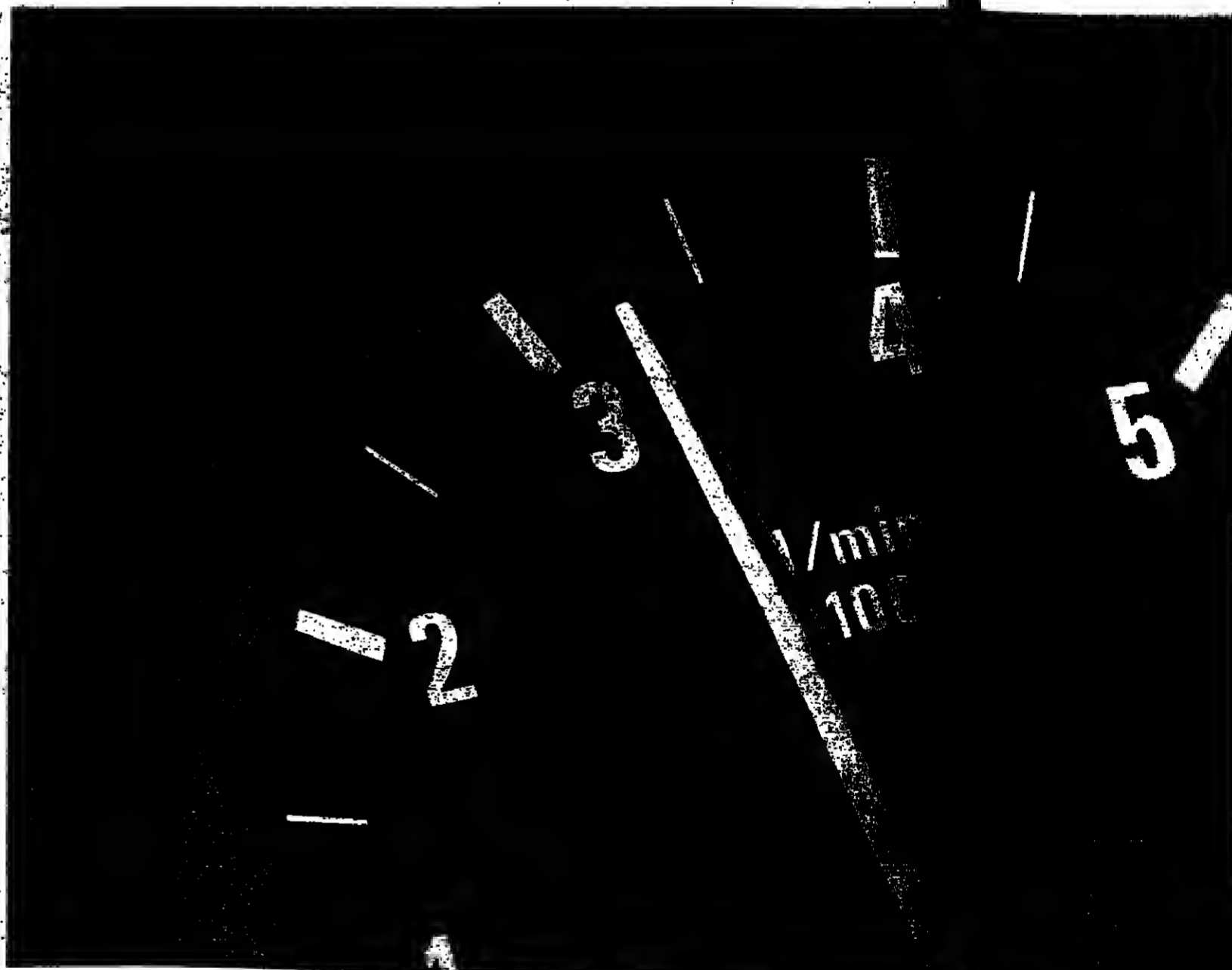
\$8.6bn in April to \$9bn. Many economists attributed the shortfall to the strength of the US economy at a time when US trading partners in Europe and other regions are recording weaker growth rates.

The goods trade deficit to Japan, which has pulled out of its recession, fell from \$4bn in April to \$3.1bn, the lowest point since February 1992. US merchandise exports to Japan were \$5.9bn,

the second highest level on record.

Mr Mickey Kantor, praised Japan's declining surplus, giving credit for the falling deficit to US-Japan trade pacts. The bilateral goods deficit for the year is \$19bn, a sharp decline from \$29bn for the same period in 1995. The trade deficit is down by 11.6 per cent in the first five months of the year compared with the same period in 1995, he said.

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HK stock exchange chief executive to quit

By John Riddling in Hong Kong

Mr Paul Chow will resign from his post as chief executive of the Hong Kong Stock Exchange at the end of January next year, the exchange announced yesterday. It was immediately launching the search for a replacement.

The reasons for the resignation

were vague, with Mr Chow, 48, citing a desire "to move on to new fields" after five years in the post. But exchange members said he had previously indicated plans to step down and they were not surprised by the announcement. The active role played by Mr Edgar Cheng, chairman of the exchange, should ensure a smooth transition, they added.

Mr Chow has been involved in occasional differences of opinion at the stock exchange and with other regulatory bodies. Earlier this year, he sharply criticised the Securities & Futures Commission, Hong Kong's

financial markets watchdog, over the scope of its authority.

Last year, he was involved in a dispute with Mr Herbert Hui, deputy chief executive of the Stock Exchange, over procedures for market consultations, an incident seen as a possible tussle for power.

Exchange officials played down the significance of such disputes and praised Mr Chow's achievements in modernising and reforming the Hong Kong market. Especially, they cited the development of an automatic order matching and execution system, the establishment of a central clear-

ing system, and the launch of the stock option market.

"These initiatives have completely revamped the Hong Kong market, improved its transparency and greatly enhanced its risk management capabilities," Mr Anthony Neoh, chairman of the SFC, said.

Mr Chow's tenure as head of day-to-day management also spanned a time of continued improvement in the standards and regulation of the Hong Kong market. Its reputation had been hit by a series of scandals in the late 1980s, including the imprisonment for corruption of Mr Ronald Li,

the former exchange chairman, and the closure of the market during the 1987 crash.

Mr Chow was regarded as a systems and technology specialist, but his tenure spanned organisational reforms which increased the role of large institutions and foreign brokers in the management of the exchange, and the listing of mainland companies on the Hong Kong market.

Since Tsingtao Brewery became the first mainland company to list in Hong Kong in 1993, the number of so-called H-share listings has risen to 21.

Japan sees trade surplus decline 40%

By William Dawkins in Tokyo

Japan's trade surplus dropped by 40 per cent to ¥3,111bn (\$28.6bn) in the first six months of this year, the biggest half-yearly drop in 16 years, but the rate of decline is slowing.

The trade gap in June alone shrank less dramatically, by 25.5 per cent from the same month last year to ¥737.11bn, according to customs-cleared data from the finance ministry. But from May to June, the surplus actually increased, by 35 per cent, the second monthly rise in a row.

Tokyo economists took this as evidence that Japan's trade adjustment was losing steam. This is because the year's decline over the past year from its record high of ¥93.75 to the dollar in April last year has restored Japanese companies' price competitiveness in export markets and rendered imports more expensive.

The data had little impact on currency markets and the dollar hovered around ¥108 during the day.

The pace of decline in the surplus will continue to slow until early next year, from when the surplus could start to grow again if the dollar stays

at its present level, according to a prediction by Mr Tetsuro Sawano, an economist at Nikko Research Centre.

Exports in the six months to June rose by 6.9 per cent to ¥21,481bn, of around a third of the rate of growth in imports, up by 23.4 per cent to ¥18,369bn.

In June alone, imports rose by nearly 21 per cent in comparison with the same months last year, well below the growth rates of the previous two months and below the market's expectations, according to Mr Peter Morgan, economist at James Capel Pacific.

Exports in June rose by 7.1 per cent, also less strongly than expected. Separately, the Bank of Japan yesterday published preliminary data showing a slight pick-up in money supply growth, further evidence of economic recovery.

The benchmark of money supply, M2 plus certificates of deposit, grew by 3.9 per cent in the year to last month, up from 3.3 per cent growth in May.

Broad liquidity rose by 4.2 per cent in June, following a 3.9 per cent increase in the previous month.

LegCo member arrested on charge of fraud

By John Riddling in Hong Kong

The representative of the financial services industry in Hong Kong's legislature was arrested yesterday and charged with fraud and conspiracy to forge, the government said.

Mr Chim Pui-chung's arrest is the latest twist in a long-running battle with the territory's financial market regulators which includes allegations of irregularities in share dealings and a property transaction on the exclusive Repulse Bay road.

The Securities and Futures Commission and the Police Commercial Crimes Bureau have been investigating share dealings in Lucky Man Proper-

ties, which is headed by Mr Chim.

In a separate case, the SFC has asked Hong Kong's High Court to wind up Mandarin Resources, a manufacturing and investment company owned 75 per cent by Mr Chim.

The company was suspended from trading on the Hong Kong stock market in 1996. Known for his energetic debating style and his gold Rollex Boyce, Mr Chim has earned a reputation for flamboyance and for his vocal conflict with the territory's market regulators.

Earlier this week, he filed a writ with the Hong Kong High Court seeking HK\$50bn (\$6.4bn) in libel damages from

senior officials at the SFC.

Despite his arrest, Mr Chim is still entitled to sit in the Legislative Council, although the body is at present in recess.

He was elected last year through the financial services professional electoral constituency, capitalising on support from the territory's small brokerages.

According to a government statement, Mr Chim is being charged with two counts of conspiracy to forge and one count of conspiracy to defraud the SFC in order to avoid compliance with the SFC code of Mergers and Takeovers.

After appearing in court yesterday, he was freed on bail of HK\$20m.



Colourful Hong Kong legislator Chim Pui-chung waves as he is taken to a district court.

Losses plague Chinese industries

By Tony Walker in Beijing

China's debt-burdened state-owned industries continued to be "plagued" by increasing stockpiles and operational losses in the first six months of the year, restraining economic growth, a research institute under the State Council, or cabinet, says.

The report, by the council's Development Research Centre, said China might have difficulty achieving its growth target for the year of 9 per cent, though gross domestic product growth in the six months to June matched predictions.

The DRC's quarterly report reflects concern among Chinese economists that tight credit policies and a sharp slowdown in fixed asset investment may be threatening a "soft landing" for the economy with growth slowing gradually and inflation easing.

Unpublished Chinese government forecasts predict growth may slow more abruptly than is desirable this year to about 7 per cent, well below the government's target.

"Despite strong market demand for some industrial products, product sales of some enterprises withered, and

stockpiles and operational losses were still two heavy burdens plaguing industrial enterprises... tight credit policy [was] still throttling some cash-starved enterprises," the report said.

Bad weather was partly responsible for the slowdown, but other factors included "enhanced macro-regulatory control on investment, and strict restrictions on management of newly-started projects". The report blamed the "descending trend" of investment growth for 22.7 per cent of the country's factories suffering operational losses in the

March quarter, a slight rise over last year.

China applied tight credit restrictions in mid-1993 in an effort to bring inflation, which reached a post-1949 high of 21.7 per cent in 1994, under control. Retail price inflation stood at 14.8 per cent last year and is expected to fall to about 10 per cent this year. In the first six months inflation had dropped to 7.1 per cent against the same period last year (the June retail price figure was down to 5.9 per cent), but the report warned that bringing inflation down to 10 per cent for the whole year would be "arduous."

Wrangling reminds Pakistan of its legacy of instability

Clashes with the judiciary have added to growing concerns that Bhutto government may not last its term, writes Farhan Bokhari

Months of wrangling between the government of Ms Benazir Bhutto, Pakistan's prime minister, and the country's judiciary have served as an uncomfortable reminder of Pakistan's legacy of political instability.

Some of Ms Bhutto's own remarks recently have added to growing concerns that her government may not last its term. She has spoken about efforts by "a group" to lure members of the country's judiciary to foment a crisis in return for an offer of high office. "This group has in return offered the judges the posts of prime minister and chief ministers [of the provinces]. I hope they won't be lured," she said in a speech last month.

Her remarks followed suggestions by the conservative Jamaat-i-Islami religious party that power be transferred to the judiciary for an interim period before fresh elections could be held. Many senior officials in Islamabad are convinced that Ms Bhutto's reference to an unnamed group probably went beyond the Jamaat and could have been a reference to Mr Nawaz Sharif's opposition Pakistan Moslem League.

Frequent changes of civilian governments and almost 24 years of martial law have added little to public confidence over the ability of Pakistan's governments to last their five-year terms in office. Now, many analysts say, Ms Bhutto's government is reaching a critical moment in its efforts to survive.

The tension between the government and the judiciary was triggered when the supreme court, in a landmark ruling, curbed the government's powers to appoint senior judges



Ms Bhutto: under serious pressure

without consulting with the chief justices of the supreme court and the four provincial high courts. The ruling has been welcomed by many of the government's opponents who say that it would weaken the government's ability to influence the judicial system through judges of its choice.

In another recent example of friction between the government and the judiciary, last month the supreme court restored the local municipal bodies in the Punjab, Pakistan's largest province, which were abolished in 1993. But soon afterwards, the provincial government in the Punjab, which is backed by Ms Bhutto's ruling coalition in Islamabad, overruled the court. At the same time two of the four provincial governments

the shifting loyalties of the Pakistan parliament, has the support of about 113 in the lower house of 217 (just over the 105 required for a simple majority), recent defections could set a precedent for others to follow, especially if the government is seen to be increasingly embattled.

Mr Javed Jabbar, a former government minister who now heads an advertising business says: "There's a deep crisis of confidence in the government's ability to change the direction of the country."

The Jamaat recently launched an anti-government protest campaign consisting of public demonstrations and squatting outside government offices. Mr Sharif also plans to hold anti-government public meetings in addition to a one-day national strike which he called after the budget.

The fresh taxes of about Rs40.8bn (\$1.17bn) announced in the budget are almost certain to fuel inflation. Almost 84 per cent of those taxes consist of a goods and services-type sales tax on many consumer goods with the exception of basic needs such as raw foods and some medicines.

And many businessmen are up in arms over fresh taxes on personal allowances of all corporate employees, while powerful landowners, many of whom are members of parliament, have still been left relatively untouched. In an effort to placate its critics, the government has offered to reduce the tax on allowances and lower the percentage of sales tax on industrial products.

Meanwhile, the army, which has ruled Pakistan for almost half of its 49-year history, is concerned at the political situation but has so far remained aloof, at least in public.

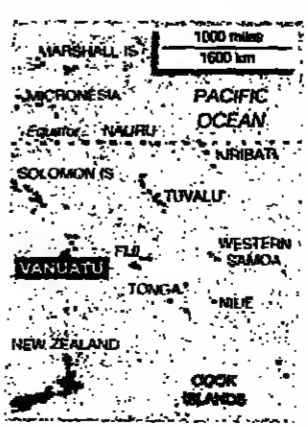
Pacific isles fight against ruin after promissory notes scandal

By Melanie Carroll, recently in Vanuatu

Vanuatu and other small Pacific island nations have fought to head off financial ruin after issuing a wave of promissory notes they could not honour.

Vanuatu is still struggling to deal with a fraud associated with \$100m worth of promissory notes, backed by the government, while the Marshall Islands escaped ruin by managing to revoke similar letters of credit it issued. The Cook Islands also succeeded in annulling over \$1bn in credit letters, and Nauru settled an international court action in May to recover over \$60m lost in a bank note scheme.

Vanuatu's tiny economy would be placed under great strain if the notes were presented. Its annual overseas earnings last year totalled



\$22.9m, less than a quarter of the value of the notes issued. "In other words, if these IOUs are presented, Vanuatu could be bankrupt," said Ms Marie-Noelle Ferrieux-Patterson, the country's ombudsman, and an

opponent of the government's use of promissory notes.

The former British-French condominium has a population of 165,000, and relies on its main export of copra, the flesh of coconuts used to make coconut oil, worth \$7.7m in 1995.

The use of government letters of credit has cast doubt over the banking reputation of the small island states. The notes or letters are usually signed by heads of government, guaranteeing the bearer payment of a set amount, often denominated in US dollars.

The Port Vila government to Vanuatu fell foul of a "sting" earlier this year by two Australian businessmen, who used copies of the promissory notes to persuade reputable banks to give them credit. In effect, they "rented" the notes from the government, but the two businessmen subsequently disappeared. The country faces

bankruptcy if the missing notes are ever cashed.

The Unity Front-led coalition government of Mr Maxime Carlot Korman, the prime minister since last November's election, faces strong criticism of its handling of the use of the letters.

Ms Ferrieux-Patterson published a report into the use of the "April Fool" promissory notes, so called because they were issued on or around April 1, that criticised Vanuatu's leaders for going along with the scheme.

The Cook Islands was victim of a similar scam in 1994, ending in a financial crisis that saw the New Zealand central bank taking control of the state's currency and interest rates. The Cook Islands' difficulties caused further problems for its smaller neighbour Nauru after it defaulted on a loan.

Vertical advertisement on the left side of the page with text including 'are reinforced', 'prosperity', and 'insured for \$100,000'.

Advertisement for 'penalties' with a large number '13' and a car image.

IT SO YOU CAN TELL CAR CHANGES GEAR.

Large advertisement for BMW featuring a car and the slogan 'THE ULTIMATE DRIVING MACHINE'.

Corporation's chief branded a 'Tsar' and funding threatened after radical production changes
MPs caution BBC over World Service

By John Kempiner and Raymond Snoddy
MPs warned the BBC yesterday that the government could withdraw funding for the World Service if radical changes lead to a deterioration in output.

being given only 24 hours' notice of changes by the corporation, which included merging the news outputs of the domestic and world services. The World Service would have its own commissioning unit but the programmes would be made in other directorates of the BBC.

MPs vied with each other in the virulence of their denunciations of Mr Birt's style of management. Mr Birt said criticism was based on a misconception that the service's independence and integrity would be jeopardised by the reforms. "I care as passionately about the World Service as anyone who has spoken or written about it in recent days," he said.

Bury South, reminded Mr Birt of a warning given by Mr Hanley to the committee earlier in the day. Mr Hanley said the Foreign Office had the "ultimate sanction" of stopping monthly payments of the £175m per year grant-in-aid to the World Service.

were warned yesterday that they should not write to the press criticising BBC policy on the future of the service. Independent Television News, the television news organisation, is to lose a significant customer for its international ITN World News service.

Tax cuts dependent on public spending

By David Wighton, Political Correspondent
Mr John Major, the UK prime minister, yesterday warned Tory backbenchers that pre-election tax cuts depended on control of public expenditure after the cabinet agreed that government spending should rise by no more than 3 per cent next year.



THE IRISH TIMES
13 D'OLIER STREET, DUBLIN 2

WHY don't we face facts this morning? We in the Republic are not just back to the beginning, about the North. We're further back than the beginning.

I don't blame her. I only wish that British decision-makers realise how significant it is when a person such as we know the President to be is so hurt by what they do.

Three years ago Mrs Mary Robinson, president of the Irish Republic, (above left) accepted an honorary doctorate from Oxford University - at the heart of the British establishment. A newspaper item about her this week by Nuala O'Faolain indicates the sense of betrayal now prevalent in the republic.

Irish resentment rises against British action
The Protestant marches have outraged republicans

Mr John Bruton, the Irish prime minister, might have angered his UK counterpart, but his public criticism of Mr John Major's handling of last week's events in Northern Ireland has certainly caught the mood in the Irish Republic.

polity by Mr Gerry Adams, the president of Sinn Féin, the political arm of the IRA. Even those in the Irish parliament who are broadly sympathetic to the British position attacked the UK for failing to stand up to the Orange protests.

demstration following the killing of the Irish policeman in county Limerick. This week, nationalist opinion from all parties, voices from the churches and even protestant residents in the Republic, have condemned the UK government for failing to act with impartiality in the policing of the march through the Catholic Garvaghy estate.

The events in Drumcree, which reached a climax when the police allowed an Orange march through a Catholic area, have prompted usually moderate columnists and politicians to fall back on the stereotype of the treacherous British, exposing a deep resentment of what is seen as London's high-handed attitude towards a Catholic minority.

When he did make his move, Mr Bruton surprised some political opponents by the robustness of his response, although his words reflected growing public anger. Mr Bruton is also leader of Fine Gael, seen to Ireland as the law and order party.

But several commentators have compared the current climate with that which prevailed after the Sunday in 1972, when the killing by British soldiers of 13 civilians in Londonderry triggered riots in Dublin in which crowds burned down the British embassy.

In the past, much of the tribal politics and the violence, have seemed inconceivable to those in the Republic. On this occasion, while Catholic homes were being razed and Catholics intimidated across the north, the Irish authorities were initially slow to speak out. Government officials appeared confident that the Royal Ulster Constabulary - Northern Ireland's police force - would face down the Orange crowds at Drumcree.

Mr Bruton's open criticism of Mr Major on a BBC television news programme also allowed the Irish government to seize the initiative back from Sinn Féin, the IRA's political arm.

The anti-British feeling is universal. I haven't seen it like this since Bloody Sunday," said Mr Sam Smyth, columnist on the Irish Independent.

Ship order beats £4bn defence funding delay

By Bernard Gray, Defence Correspondent

VSEL, the shipyard owned by the General Electric Company, in Barrow-in-Furness, in England's north-west, yesterday won a £450m (£702m) order for two assault ships for the Royal Marines. The order, which has been delayed for 18 months by negotiations over price, secures the jobs of 1,500 of VSEL's 5,000-strong workforce for the next four years.

opposition Labour party, attacked the government for the delay in announcing the rest of the £4bn of defence orders which had been expected before parliament rises next week. Orders for maritime patrol aircraft and two missile systems have been held up by a dispute between Mr Michael Portillo, the defence secretary, and Mr Kenneth Clarke, the chancellor of the Exchequer, over public spending and the MoD's budget.

the interests of our armed forces and puts thousands of British defence jobs at risk". Manufacturers competing for Cruise and anti-tank missile contracts, and the maritime patrol aircraft order, are increasingly dismayed at the delay. Backbench Tory MPs, many of whom expect the defence work to go to marginal constituencies, are also angry at the hold-up.

Mr Brian George, chief executive of GEC Marine, said yesterday: "This order was absolutely vital to the future of VSEL. It gives us the chance to introduce our new business practices which can make the yard even more competitive to win other work."

rine construction, including the four Trident nuclear deterrent submarines. With the last Trident boat half-finished, the yard needs further orders. VSEL will fit out HMS Ocean, a helicopter carrier to support the Royal Marines, and is competing for a £200m contract for two other ships - which help to maintain other vessels. The company is competing for commercial ship orders and light artillery for the US army.

US Lloyd's investors 'may miss out on deal'

By Jim Kelly, Accountancy Correspondent

Lloyd's of London warned yesterday that some US investors could be cut out of the £2.2bn (£4.95bn) out-of-court settlement which is at the heart of the insurance market's recovery plan.

But Lloyd's said that Names resident in states outside the agreement will not benefit from the special £40m "credit fund" set up for US Names and therefore may be ruled out of the overall settlement.

Lloyd's while a "small minority" have rejected an agreement. In a separate development a federal court in Texas dismissed a case brought by 77 Names on the grounds that the case should be heard in England.

for his injuries because an American "Name refused to pay the claims against the policies he issued". She added: "The plaintiffs are indignant that a consequence of issuing insurance policies is paying claims."

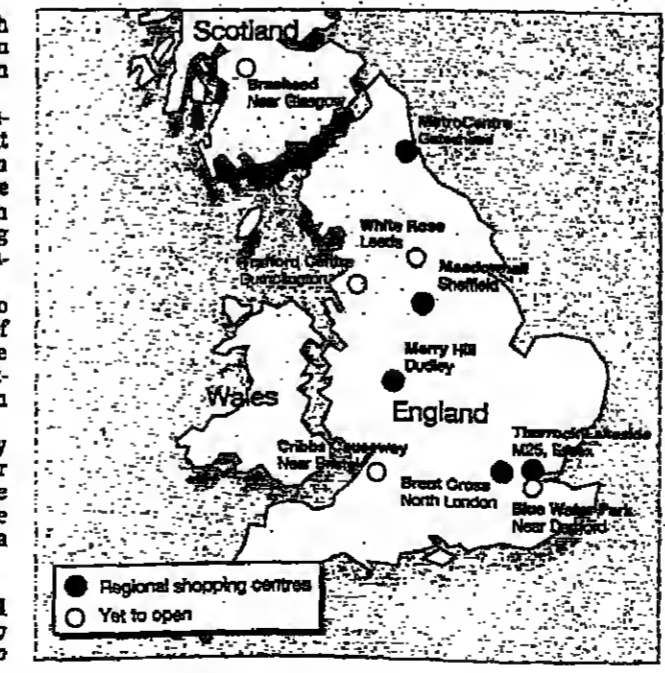
Out-of-town shopping centres fall out of favour
The latest retail development in southern England may be one of the last to be officially endorsed

Work has only just started and the design is distinctively modern, but the planned Bluewater shopping centre in north Kent already has the aura of a bygone age. Government planning policy has turned against out-of-town shopping since Bluewater was conceived in the late 1980s. The 1.65m sq ft centre is likely to be one of the last - as well as one of the biggest - of its kind.

While these figures are impressive, they are diluted by the fact that Bluewater will draw retail trade away from town centres in the region. The government now wants to end the creation of shopping centres which threaten established town centre retailing and create additional traffic.

The UK's first covered shopping mall was built in 1970s at Brent Cross, a suburban location in north London. The first really large out-of-town scheme was the Metro-Centre near Newcastle, in the north-east of England, which opened in 1986.

Simon London
Additional reporting by Marco Vinciguerra



UK NEWS DIGEST

Matsushita to invest £7.6m

Matsushita Electric of Japan is to invest £7.6m (\$11.85m) at its Cardiff plant in an expansion which will create more than 300 jobs during the next three years. The project, supported by a Welsh Office grant, will increase the plant's output of microwave ovens and introduce the production of digital video boxes and digital televisions.

Privatisation
Auditors criticises rail sell-off

British Rail, the former state-owned railway company, mishandled the sale of seven maintenance depots with the result that it raised less than it might have done while bidders were not given equal treatment, according to a National Audit Office report published today. The report examines the privatisation in June 1995 of six heavy maintenance depots and one small electronic services depot. Three of the maintenance depots were bought by ABB, now Adtranz, for £17.7m, (£27.61m) two were acquired by Railcare for £8m, and one was bought by its management, acting as Wessex Trainscar, for £3.6m.

Investment Funds
Treasury to expand range

New rules setting out the framework for Open Ended Investment Companies (Oeics) - pooled investment vehicles similar to unit trusts - were announced by the Treasury yesterday. The proposed regulations, which will be debated by parliament in the autumn, allow fund managers to offer Oeics onshore, and compete with off-shore centres such as Dublin and Luxembourg, where they are already well established. The first UK Oeic will be set up in January 1997.

National Lottery
Operator to launch second draw

Camelot, operator of the National Lottery, plans to launch a second weekly draw later this year to boost lottery revenues that have reached a plateau. Most lotteries around the world operate an on-line draw in the middle of the week and experience shows that revenues are increased by between 25 per cent and 30 per cent. Because the UK National Lottery is already the biggest in the world the rise may be closer to 20 per cent, but the second draw is likely to revive controversy over the profits for Camelot, a consortium made up of Cadbury Schweppes, G7tech, Royal, ICL and De La Rue, the security printer.

Construction
Overseas orders rise 45%

British construction companies struggling to make headway in a depressed home market increased the value of overseas orders by 45 per cent last year to \$5.5bn, (£3.58bn) according to figures published yesterday by the Department of the Environment. The biggest gains were achieved in Hong Kong where British companies have been highly successful in winning work for the colony's new international airport at Chek Lap Kok and also in North America where British companies have been expanding through acquisitions.

Manufacturing
Hardboard imports face challenge

A £40m (£62.4m) hardboard mill opened yesterday by Mr William Hague, the Welsh secretary, near Ebbw Vale in south Wales, is forecast to capture nearly half of the UK market by the end of next year, replacing imports. The purpose-built factory, on a 17-acre industrial site, is the UK's largest greenfield manufacturing start-up to be funded by venture capital. The plant has a capacity of 88,000 tonnes a year and Tech-Board, the company, predicts it will reach that level by the third quarter of next year. Tech-Board already has an undisclosed level of orders from industrial customers, including the furniture, jobbery, fancy goods and automotive industries.

Air Travel
BA to transfer S American routes

British Airways is to switch its Latin American routes from Heathrow airport, creating up to 600 jobs at Gatwick airport. BA said: "The feedback from travel agents and others involved in Latin American services has been very positive. The Latin American routes are to be transferred, on March 17 next year and include flights to Argentina, Brazil, Chile, Colombia, Mexico and Venezuela.

Various advertisements including 'Hou Tex', 'MUNRADETE GENERAL', 'BUSINESS OPPORTUNITY', 'PUBLIC NOTICE PUBLISHED BY STATE UNDER SECTION TELECOMMUNICATIONS', and 'APPOINT SENIOR'.

Handwritten text in a box at the top center of the page.

BUSINESSES FOR SALE

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Fax 0171 873 3064

Karl Loynton 0171 873 4874

Household Textiles

Altrincham, Cheshire

Heritage Household Textiles Limited (In Receivership) manufactures household textiles for catalogues, mail order, multiple retail and store groups.

- Blue Chip High Street retail customers
Turnover circa £2.5m pa
Skilled workforce
'Consors' Trade Mark
Strong order book

For further details contact the Joint Administrative Receivers Malcolm Shierston, Scott Barnes and Simon Morris at Grant Thornton, Heron House, Albert Square, Manchester M60 8GT.

Tel: 0161 834 5414 Fax: 0161 832 6042

Grant Thornton

The U.K. member firm of Grant Thornton International, authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

MUNRADTECH INDUSTRIAL GENERATORS LTD

(In Administrative Receivership) Loughborough, Leicestershire

The Joint Administrative Receivers offer for sale, as a going concern the business and assets of Munradtech Industrial Generators Ltd.

- A well established manufacturer and supplier of diesel powered generating sets from 2.2KVA to 2200KVA for both prime and standby use.
Current order book of £5.6 million
Established network of 26 distributors in 23 countries
Queen's award for export achievement 1994 and 1995

For further information please contact Guralp Johal or Andrew Stoneman by fax on 0121 200 5795 or telephone 0121 200 5795 at Buchler Phillips, 35 Livery Street, Birmingham B5 2PB



BUCHLER PHILLIPS CHARTERED ACCOUNTANTS

BUSINESS OPPORTUNITY

The joint administrators offer for sale, as a going concern, the business and assets of Murray, Harrington & McNamee Limited.

- Stockist/distributor of contractors tools and equipment
4 depots: London, Willemshill, Pottypool and Rochdale (all leasehold)

For further information please contact Rod Withinshaw or Lindsey Cooper at Kildsons Impex, Devonshire House, 36 George Street, Manchester, M1 4HA. Tel: 0161 236 7733 Fax: 0161 236 7020

Kildsons Impex Chartered Accountants

PUBLIC NOTICES

NOTICE PUBLISHED BY THE SECRETARY OF STATE UNDER SECTION 7(7) OF THE TELECOMMUNICATIONS ACT 1984

The Secretary of State hereby gives notice as follows:
1. Following the public consultation which ended on 22 May 1996, he intends to revoke on 9 September 1996 both the Class Licence To Run Branch Systems To Provide Telecommunications Services (TSL) and the Class Licence For The Running Of Self Provided Telecommunications Systems (SPL) which were granted by the Secretary of State under Section 7 of the Telecommunications Act 1984 ('the Act') on 4 November 1984 and 30 July 1992 respectively. On 9 September 1996 he intends to issue a new Class Licence To Run Branch Systems To Provide Telecommunications Services and a new Class Licence for the Running of Self Provided Telecommunications Systems. The licences will be for a period of 25 years subject to earlier revocation in circumstances specified in the licences.

APPOINTMENTS

SENIOR MARKETER

A leading international investment company requires a Senior Marketer to specialise in structured mining and metal companies producing throughout Europe, the Middle East and Africa. The position requires thorough experience in debt capital markets, debt markets, derivatives corporate finance as well as general industry knowledge. Salary negotiable. Applicants, aged 30-35, educated to degree standard, with minimum four years' relevant experience gained with a leading investment house, strong analytical and communication skills, should write, enclosing full curriculum vitae, to Box A5124, Financial Times, One Southwark Bridge, London SE1 9HL.

RISORSE PER ROMA SELLS

PROPERTY OF ROME COUNCIL

- ARENULA SHOP, 83 sq.m. Via dei Felagrandi 14 ground floor, basement, occupied L. 245 million
WAREHOUSE, 81 sq.m. Vicolo dei Felagrandi 31/31A, ground floor, intermediate floor, occupied - L. 147 million
SHOP, 47 sq.m. Vicolo della Torre 5 ground floor, occupied - L. 147 million
SHOP, 94 sq.m. Via S. Maria del Pianto 18 ground floor, occupied - L. 470 million
SHOP, 176 sq.m. Via S. Maria del Pianto 9A ground floor, basement, occupied L. 607 million
FORI IMPERIALEI HOTEL, 578 sq.m. + 40 terraces, Lago C. Ricci 32/33, occupied L. 2 billion 677 million
HOTEL, 687 sq.m. + 108 terraces Lago C. Ricci 35/36/37, occupied L. 4 billion 616 million
TRIVI OFFICE, 432 sq.m. P.zza di Trevi 8 int. 8 lot, occupied - L. 4 billion 51 million
WAREHOUSE, 109 sq.m. Vicolo della Scavolino 63, ground floor, occupied L. 436 million
NAVONA SHOP, 190 sq.m. P.zza di Pasquino 72 ground floor, basement, occupied L. 773 million
SHOP+WAREHOUSE, 63+28 sq.m. Via del Governo Vecchio 104/105, ground floor, basement, occupied - L. 310 million
SHOP, 221 sq.m. Via dei Coronari 154 P.zza S. Sebastiano in Luoro 7, ground floor intermediate floor, basement, occupied L. 838 million
SHOP, 75 sq.m. Via dei Coronari 233 ground floor, basement, occupied L. 354 million

The above mentioned property will be sold by public auction at 10.00 a.m. on 7th August 1996 at the office of Risorse per Roma RPR spa. Via Ulisse Aldrovandi 16 - 00197 Rome, Italy. Offers must be sent in sealed envelopes to the above address by 1.00 p.m. on 6th August 1996. The notice of the call for bids and further information can be obtained from the RPR office or from the following number: +39/636002901. Rome, 6th July 1996



The Chairman Risorse per Roma - RPR spa Aldo Palmieri



AN INITIATIVE BY ROME COUNCIL Authority for the Management Policies of Council Property and Houses



CRM Group

The Joint Administrative Receivers offer for sale as a going concern, in whole or in part, the business and assets of CRM Group.

The group which is based in Essex, operates a fuel distribution business.

Principal features include:

- Substantial customer base in East Anglia.
Annual budgeted turnover for 1996 of £48 million (152 million litres per annum).
3 depots at Maldon, Haverhill and Loughton.
5 forecourt sites (two freehold).
Fleet of 20 tankers.

For further information contact the Joint Administrative Receiver, Paul Jeffery, KPMG, Norfolk House, 498 Silbury Boulevard, Central Milton Keynes, Buckinghamshire MK9 2HA. Telephone 01908 844800. Fax: 01908 844803.

KPMG Corporate Recovery

CONTRACTS & TENDERS



OFFICE DES PORTS AERIENS DE TUNISIE (Tunisia's National Ports Authority)

International pre-selection notice

The Office des Ports Aériens de Tunisie (OPAT) wishes to lease, under the rule of Temporary Occupancy of Public Property, duty-free shops for international travellers at arrival and departure gates in the following airports: Tunis - Carthage; Monastir Habib Bourguiba; Djarba- Zarzis; Sfax-Thyna; Tozeur-Nafta; 7 Novembre Tabarka. Interested parties may obtain the relevant files, which contain the specifications book end appropriate documents, from the following address, during working hours - Monday to Friday: 8 a.m. to 12:30 p.m. on payment of 1,000 dinars; OPAT, Bureau N° 38, Aéroport International de Tunis-Carthage, Tunisia.

Tenders should be placed in two sealed envelopes. The outer envelope should only be marked: 'Do Not Open - International Tender to lease duty-free shops.' It should also contain the following documents: 1) A valid social security affiliation certificate (for local tenderers); 2) A valid attestation proving compliance with the Directorate of Taxes (for local tenderers).

The inner envelope should bear the tenderer's name and contain the documents indicated in Article 30 of the specifications book (clausas particulières).

For local tenderers: - The provisional banker's draft can be settled in Tunisian dinars for the equivalent of 150,000 ECUs; - The non-bankruptcy/legal prevention certificate may be replaced by a written pledge.

Only parties which have obtained the relevant files and registered their name at OPAT can participate in this pre-selection.

Tenders should be sent to the following address by registered mail: Monsieur le Président Directeur Général de l'OPAT, Aéroport International de Tunis-Carthage, Tunis-Tunisie.

Tenders should be received by the OPAT's Bureau d'Ordre Central no later than 12:30 pm on August 5, 1996.

The seal of the OPAT's Bureau d'Ordre is proof of date.

MINISTRY OF ARTS, CRAFTS AND TOURISM SPA BUREAU

INTERNATIONAL INVITATION TO TENDER FOR THE SALE OF THE JEBEL OUST HOTEL, SPA AND SPORTS COMPLEX

The State, in accordance with its policy of withdrawing from the competitive sector, is pursuing a programme to restructure the spa & water cure sector and sell all the production units of the Spa Bureau. Under this programme, an international invitation to tender is being launched for the sale of the Jebel Oust Hotel, Spa and Sports Complex.

Specifications are available, from the date of publication of this announcement, from the Spa Bureau (Office du Thermalisme) at 8 rue du Sénégal 1002 Tunis le Belvédère, Tunisia; at a cost of TND300 (three hundred dinars).

Interested parties in possession of specification can visit the Jebel Oust Hotel, Spa and Sports Complex on working days from 9am to 12pm. Appointments must be made in advance with the Chairman and Managing Director of the Spa Bureau.

Tenders, accompanied by the specifications and annexes, should be sent by registered mail in a sealed double envelope to the Ministère du Développement Economique, secrétariat de la Direction Générale de Privatisation, Place Ali Zouaoui, 100D Tunis, Tunisia.

The outside envelope should bear no indications other than the words 'Ne pas ouvrir - appel d'offres pour la vente du Complexe Hôtelier-Thermal et Sportif de Jebel Oust (i.e. Do not open - tender for the sale of the Jebel Oust Hotel, Spa and Sports Complex).

Tenders must be received and stamped no later than Saturday September 7, 1996 by the Ministry of Economic Development orders department.

Tenders received after this date or incomplete tenders will be rejected.

BUSINESSES FOR SALE

Appear in the Financial Times on Tuesdays, Fridays and Saturdays.

For further information or to advertise in this section please contact

Karl Loynton on +44 0171 873 4874 or Melanie Miles on +44 0171 873 3308



FINANCIAL TIMES

TECHNOLOGY

When the Oscars are handed out each year, the publicity blaze is intense. Hollywood brashness and bravura are on full display. Attention, however, is focused mainly on the prize statuettes for the best films and the people who make and star in them. Not many take much notice when the production side of the industry is honoured.

Yet there are Oscars for those behind the scenes, and not just for camera-work, music or special effects. The makers of equipment also receive honours, and one Munich-based company has now been recognised seven times by the Oscar-awarding Academy of Motion Picture Arts and Sciences.

Arnold & Richter, founded in 1917 by August Arnold and Robert Richter, has become a byword for innovation in the film industry with its Arriflex range of cameras and other equipment. This year, the German company received a technical Oscar - in the scientific and engineering category - for its ground-breaking Arriflex 535 camera.

The camera, fully equipped with lenses, viewfinder, electronic control unit and other functions, costs around DM500,000 (£210,000). For that, film-makers get a range of computerised applications which simplify both the director's work behind the camera and post-production processes such as cutting, editing and special effects.

"It makes shots possible that couldn't be attempted before," says Walter Stahl, Richter's son-in-law, who runs the privately-owned company with fellow-director Bob Arnold, son of the other co-founder. "Scenes can be filmed in one go with different lighting and without losing depth of field."

He says the 535 is the first camera to use microprocessors and software to link and communicate all camera functions with other production and post-production systems. It was this concentration of features - tested and used in the industry for several years - which won the company the Oscar. In its award letter, the academy stressed the Arriflex 535's "full intelligent computer control" and innovative design.

The electronically-linked functions include changes in the iris (the lens diaphragm through which light enters is controlled), the shutter-opening angle, the frame rate (filming speed) and image data. When used with sound, the camera is very quiet because of its stable, sophisticated construction. Scenes can even be shot in reverse for unusual effects.

"The computerised camera allows the shooting of more complicated scenes with less effort and cost," says Stahl. Shooting can move from light to dark, such as from a street to a hotel foyer, without losing



Oscar-winning Arriflex 535 stands between Richard Gere and director of photography Adam Greenberg on the First Knight set

Camera's starring role

Andrew Fisher on Oscar-winning performances by a German movie-making equipment manufacturer

focus. The speed of the camera can be changed at the same time. "Imagine an action scene which is usually filmed with under-speed to give the impression of more velocity, with dialogue in between."

Action scenes, such as the sword-fights in *First Knight* starring Richard Gere and Sean Connery, can be filmed at 21 frames per second, but speed must be up to the normal 24 fps for dialogue. The shutter angle also has to be adjusted while shooting below standard speed. All this, including any move between light and dark scenes, can be programmed, including the focus.

"To the audience, the film will appear natural and people will not detect the manipulation," says Stahl. In *First Knight*, based on Arthurian legend, four 535 cameras were used. Actors held paper-maché handles during swordfight scenes filmed at 21 fps and then screened at 24 fps to speed up the action; the swords were put in by electronic retouching.

Michael Ballhaus, the German cameraman who works with director Martin Scorsese, likes the freedom the 535 gives him. In Scorsese's *The Age of Innocence*, the ballroom

scene was filmed at different speeds to highlight the characters. Part of one take was filmed at 24 fps, then at 36 fps (for a slow motion effect when screened at normal speed) and again at 24 fps.

Yet the 535's features are not just for the director's benefit, says Stahl. They come into their own during the important post-production stage. "Special effects play a bigger role in today's films. If you have a camera that shows the detail of each shot in digital form, this can be used in post-production to make the process better and easier. Every frame has a time code - so each frame can be separately identified."

With increasing use of digital film processing systems such as Eastman Kodak's Cineon, directors and technicians have an array of high-technology equipment at their disposal. In a recent German film, *Schlafes Bruder* (Sleep's Brother) - about an undiscovered musical genius in 19th century Austria who dies of sleeplessness over unrequited love - director Joseph Wisniewski used the adjustable mirror shutter for a computer-controlled six-hour panning

shot of a mountain panorama. When shown in the cinema, the changing light and clouds race across the sky at 100 times normal speed. For a village fire scene, Cineon was used to combine painted images, filmed flame scenes and shots of the main characters to produce a complete sequence. The fire's reflection was made to flicker across a face, with the nose casting a realistic shadow. This was done with a 3-D simulation of the face in the computer, which calculated the correct shadow angle.

Other films in which the 535 has been used include *Schindler's List*, *Dracula*, *Little Buddha* and *Robin Hood*. Yet Arriflex, with a turnover of around DM270m, does not have a dominant position in the Hollywood market. Los Angeles-based Panavision, its main competitor, has the upper hand through its big rental business to studios.

The German company's main strength is in the international market, where it has a share of around 80 per cent. Since more than 4,000 films are made around the world each year (including some 400 in the US), that leaves plenty of customers elsewhere.

MANAGEMENT

JOHN KAY

Why piece work went out of fashion



In the bad old days, weekly paid workers in manufacturing industry were often employed on piece rates. Output targets were set, and you were rewarded for meeting or exceeding them. The system did not work well.

People paid in this way rarely showed much commitment to the firm or the product - indeed the underlying assumption was that they would not have any such commitment and the assumption proved self-fulfilling.

The incentive was to meet the target, not to satisfy the customer. So you would rather kick a defective part into position than delay the production line. And the business of setting and negotiating targets encouraged gamesmanship and role playing. It made sense to conceal how much you could do, rather than make suggestions for increasing productivity.

The film *The All Right Jack* was a bit because it was substantially true. Mr Pike was a fictional character. But Red Robbo, the real-life union leader with a reputation built on negotiating piece rates, could bring Leyland to a halt.

In the bad old days, salaried work was very different. You were expected to do the job for a fixed monthly sum, however hard the work proved to be and however long it took. Performance was relevant to salary only when it led to promotion. You did not imagine that you could negotiate your pay.

A salaried job was a mark of status - it meant that you could be trusted to monitor your own performance. You tipped hotel porters, but not your doctor. If you sent the latter a bottle of whisky at Christmas, it was a genuine expression of gratitude, not as an incentive to keep you well.

When the board of a bank or railway company occasionally voted a bonus for a senior manager, they only emphasised the difference in social standing between an executive and a director.

But the bad old days have gone. No progressive company today has piece rates for its low-paid employees: their pay reflects grade and seniority. If there are

bonuses, they are based on the performance of the company as a whole. Team working is preferred to assembly-line production. Piece rates are for sweat shops.

Things have changed for the middle classes, too. Many people in the City now expect to earn most of their remuneration from bonuses. Only the most old-fashioned of companies is without long-term incentive schemes for senior managers. Doctors, teachers and civil servants are all having to come to terms with performance-related pay.

A strange inversion, this. Why is what is no longer sauce for the goose now sauce for the gander? The same consultants who once followed workers around the factory with stopwatches now specialise in incentive schemes for company executives. Part of the explanation is that some of the truly awful jobs in society are now middle class rather than working

performance bonuses to stop its managing director from shirking on the job, you know that it is a bad company with the wrong chief executive. The notion that enormous bonuses are necessary to motivate such people is insulting to them and to ordinary people who work hard and long for these firms without any prospect of equivalent remuneration.

The same is true of doctors, teachers, and civil servants. Anyone in these professions who does not feel well rewarded by a job well done is not the sort of person who should be doing it. These explanations offered for these performance-related bonuses are subterfuges. Those who fix executive remuneration are sometimes asked why it is necessary to pay someone the best part of £1m per year to do the job. They can respond that earning £1m depends on meeting demanding performance targets.

You will notice that this is not an answer to the question, but it delays and obfuscates. And the rationale for performance-related pay for civil servants and academics has equally nothing to do with the need to reward performance. Performance has always been rewarded by earnestly sought promotions. It is to make it easier to pay more to tax inspectors and accountancy professors, who are in demand in the better paying private sector, without paying more to benefit clerks and philosophy teachers, who are not.

There is no morality, equity or justice in this; but there is a rule of the market that says this is what you must do if you want your taxes collected and you think that future generations should know their profit and loss account from their balance sheet.

But when we have cut through the humbug, we need to remind ourselves why piece work went out of fashion for low-paid employees. It eroded commitment to the organisation; it encouraged people to focus on targets rather than broader based, and more relevant, objectives; it gave them incentives to promote low expectations about what might be. Maybe some of these things also apply to performance-related pay for the salaried.

Piece work absorbed time and generated acrimony in increasingly fraught negotiations

class. The old theory was that employment on a car assembly line was so unrewarding in any but financial terms that the only way to persuade someone to do it was to remind them about the money every minute of their day.

The distance between inserting the rivet and seeing the wheels of the car go round was just too great. We know now that the right answer to this dilemma is to reshape the job so that everyone who is engaged in assembly feels associated with the final product.

We cannot do this for the euro-hoard trader, however. The connection between his activities and the wheels of industry and commerce is remote, if indeed it exists at all. There is nothing for it but to stress the money. But this does not apply to senior executives.

Running a large company is an important job and, for those who do it effectively, an immensely satisfying one. If a firm tells you it needs per-



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ENGLISH HERITAGE

Stonehenge Millennium Scheme
Invitation to Pre-qualify for PFI Project

As part of the UK Government's Private Finance Initiative, English Heritage invites applications for designing, building, financing and operating the new Stonehenge Visitor Centre. A transport system is proposed to link the Centre to the Stonehenge Millennium Park.

The facilities to be provided at the Visitor Centre will include interpretation experiences and may make use of virtual reality technologies and other innovative ideas. Also included will be education facilities together with associated ancillary retail and catering outlets.

English Heritage's mission is to conserve England's built heritage and to improve the understanding and enjoyment of it by the public. This project offers a unique opportunity for the private sector to participate in this mission.

This project has been advertised in the EC Official Journal, issue 121 dated 26th June 1996, and a pre-qualification information pack is available. The deadline for pre-qualification submissions is 5th August 1996. For further information please contact Mr R Tranter, English Heritage, 23 Savile Row, London W1X 1AB. Telephone 0171 973 3350. Fax 0171 973 3090.

Handwritten signature or mark at the bottom of the page.



Stonehenge: English Heritage's most valuable property, bringing in £1.4m a year in revenue from admissions

Stonehenge - back to the future

English Heritage and the National Trust are launching a joint bid to transform the ancient monument, writes Antony Thorncroft

A 555m radical plan for Stonehenge, the UK's most important and controversial heritage site, was unveiled to the commissioners of English Heritage yesterday by its chairman, Sir Jocelyn Stevens. It involves a joint bid with the National Trust to the Millennium Commission for half the cost of the project, with the remainder coming from business through the Private Finance Initiative.

BC. The Park will be funded with £22.5m of lottery revenue advanced by the Millennium Commission if it approves the scheme. Companies, through the Private Finance Initiative, will be responsible for the new visitor centre, which will include the "Stonehenge Experience", a high tech, virtual reality, tour of the site, ideal for the less venturesome, an exhibition about the building of Stonehenge; and an information centre acting as a tourist gateway to Wessex.

expect at least 1.8m visitors a year, as against the current 1m, each contributing up to £10, under a "pay-as-you-leave" system. The consortium will contract out the retail outlets and catering. Sir Jocelyn is unmoved at the thought of McDonalds gaining the restaurant franchise on the site. "Why should traditionalists throw their hands up in the air and say 'we would not have that'. We are always being accused of keeping everything cobwebbed and confined in aspic. I want this to be the best-visitor centre in the world."

The centre will be two kilometres from Stonehenge. A monorail will take visitors to within 500 metres of the site where they will be allowed to walk up to, and mingle with, the stones, a closeness of contact which has not been possible for 30 years. Sir Jocelyn has accepted defeat in one area, at least until the next century. His proposal to have the main road to the west, the A303, which passes very close to Stonehenge, re-routed in a tunnel under the site, ran up against the ministry of transport, and Treasury, opposition.

The cost of £250m was regarded as prohibitive. He does, however, expect a minor road, the A344, to be grassed over. There are now tight deadlines to be met. The pre-qualification information pack is freely available from today to potential participants in the scheme, who must show an interest by early August. Sir Jocelyn said yesterday that there had already been four informal applications. By the time the Millennium bid goes in, early in November, English Heritage will have whittled the candidates down to two.

The Millennium Commission is likely to look with favour on the bid. The importance of the site makes it an ideal candidate and the 50 per cent partnership money needed to secure lottery funding will be supplied by the Private Finance Initiative. If all goes according to plan work on the visitors' centre should start next year. "I love the idea of getting the private sector involved and the two track approach," said Sir Jocelyn. The fortuitous arrival of the lottery, and the Millennium Commission, provide a once and for all opportunity to transform the UK's most celebrated ancient monument at no cost to the government and the taxpayer.

Sir Jocelyn is not afraid of the crowds, or the criticism that the past is being diluted into a casual leisure amusement. "Tourism will become the world's biggest industry. We must accept the fact." He hopes that at last visitors to Stonehenge will get a better deal in the future than they have experienced in recent years.

replaced by droning violin; trumpet arpeggios give way to wistful guitar pickings; coloured by Frisell's box of electronic tricks. The lack of conventional rhythm section and a bias towards brass in the sound balance vents Frisell's predilection for Copland and Ives. But the new group's repertoire is characteristically Frisellian: he opened with a palimpsest of *The Rain In Spain* and closed with two Burt Bacharach hits, *On A Clear Day* and *Say A Little Prayer*.

Jazz/Garry Booth

Frisell opens his box of tricks

Efficient and awkward, Bill Frisell is the most unlikely guitar hero. Yet the American's music, itself recondite and unassuming, has a loyal following. On Wednesday night, London's entire "muso" fraternity coalesced at the Queen Elizabeth Hall to hear the UK debut of the latest vehicle for Frisell's singular form of impressionistic chamber jazz, Quartet.

Musically, we are in familiar Frisell territory: happy/sad soundtracks for silent movies, gentle jokes which echo Gary Larsen's *Far Side* cartoons and nuggets of country and western themes arranged in a quietly crazy collage of sound. But the unorthodox instrumentation and concentrated interplay of the group is a new development.

Theatre/Simon Reade

Emma shows her clever conceit

Emma is the latest novel to cash in on the drama, inching Jane Austen ahead of the Brontës, Dickens, Tolstoy and Hardy put together. Islington's King's Head pub theatre presents a scratch dramatisation in advance of an American film and a television serialisation.

charming Emma's attempts to engineer the love-matching of Harriet Smith to a young farmer, or to sparky Frank Churchill, or to gorgeous Mr Knightley, while unconsciously using Harriet as a decoy for her own affections. (Katherine Fry's Harriet is a super study in gormless elation and dashed hopes.) The production is deliberately rough at the edges, which contributes to its charm. It is



Deliciously incredulous: Clara Salaman as Emma

Concert/Stephen Pettitt

International Songmakers

Fresh from her vocal triumph as Lulu at Glyndebourne, the soprano Christine Schäfer joined the mezzo Stella Doufexis and the young Icelandic baritone Finnur Bjarnason at the Wigmore Hall as the International Songmakers for Graham Johnson's latest brainwave - a programme devoted to first and last songs by composers from Beethoven to Shostakovich.

ous and unpublished first song, *Der Verlassene*, or the 15-year-old Schubert in *Der Jüngling am Bach*, show amazingly mature first thoughts. But the skittishness of Debussy's wittily necrophilic *Coquette Posthume* (written at the ripe old age of 21, and a telling contrast to the 14-year-old Brahms's archly romantic *Silberne Axt*), was rare. Schäfer gladly seized her opportunity. At the other end of his life,

in the Michelangelo setting Bessmertye (Immortality), Shostakovich expresses a sense of coming full circle, his task completed, his innocence, expressed in an unregretfully nostalgic childlike piano postlude, regained. Bjarnason sang this work thoughtfully enough, though with insufficient resonance - that will come in a year or two. But Ponlenc's last song, *Lune d'Avril* (Schäfer) looks

forward to a fantastic, idyllic world beyond. For him death will be no end. After the interval, the Songmakers concentrated on Berg's earliest songs, for which Schäfer, who sang most of them, was in particularly shining form, showing much delicacy in *Traumgeheimnis* with its exposed final leap, and a touching poise in *Im Zimmer*. By contrast, Berg made Doufexis sound insecure in intona-

tion and took the earlier ripeness from her timbre, and Bjarnason strained to maintain a total consistency. However, the rich, condensed expression of this music, some pieces notably more tonally adventurous than others, was immensely satisfying, and I also noticed how much it owed to Schumann. Often the figurations of Berg's accompaniments, the rhythmic structure of his mel-

odies, or the whole approach of a piece mirrors a specific song or gesture from the older composer's *Dichterliebe* or *Frauenliebe und Leben*. Johnson, as always, was a responsive partner to each of his singers at the piano. His first-half narrations were as informative as usual, and peppered with the occasional startling insight, though I do have a slight problem with his unmemorised use of epithets like "our beloved Schubert", which really belong to another age. But the second-half readings of gushing love-letters from Berg to his wife even had cynical old me squirming in my seat.

INTERNATIONAL ARTS GUIDE

AMSTERDAM
EXHIBITION De Nieuwe Kerk Tel: 31-20-6265168
● Palech, een Russisch sprookje: exhibition of more than 100 lacquer miniatures, created in the 19th and 20th century in the Russian village of Palech. The works on display come from the Museum for Decorative Arts in Moscow, the Museum of Palech and the Fitman collection; to Sep 22

ATLANTA
Pop music The Fox Theatre Tel: 1-404-881-2000/892 5885
● Luther Vandross: performance by the American singer; 8pm; Jul 22

BERLIN
EXHIBITION Kupferstichkabinett Tel: 49-30-26829588
● Im Kontext der Sammlung: exhibition of works that were recently added to the museum's

collection. The display includes works by Picasso, Lechner, Flavin, Oppenheim and Botanek; to Sep 29

BRUSSELS
EXHIBITION Palais des Beaux-Arts Tel: 32-2-5078466
● Ilya Kabakov. Sur le toit: exhibition of Ilya Kabakov's installation "Sur le toit" (On the roof), created for the Palais des Beaux-Arts, in which the visitors walk on a footbridge over the roofs of an imaginary city; to Sep 8

CAPE TOWN
MUSICAL Opera House Tel: 27-21-215470
● Jesus Christ Superstar: by Lloyd-Webber. A production by the Cape Opera, with musical direction by Charl-Johan Lingenfeld. The cast includes Glenn Swart, Paul Warwick-Griffin, Neisha-Ann Harley and Graham Clark; 6pm & 8pm; Jul 19, 20

CHICAGO
EXHIBITION Art Institute of Chicago Tel: 1-312-4433600
● Splendors of Imperial China: Treasures from the National Palace Museum, Taipei: almost 400 works spanning four millennia have been selected for this exhibition from the collection of the National Palace Museum in Taipei. The display features nearly 100 paintings and calligraphic works, as well as more than 200 jades, bronzes, ceramics, and other decorative arts, including many of the Tang, Sung, and Yuan

masterpieces of calligraphy and painting in the museum's collection, and examples of imperial ceramic ware from the Sung through the Ch'ing periods; to Aug 26

COPENHAGEN
CONCERT Tivoli Concert Hall Tel: 45-33 15 10 01
● Tivoli Symfoniorkestret, with conductor Akeel Wailojus. Works by Beethoven, Schubert and Wagner; 8pm; Jul 23

LONDON
CONCERT Purcell Room Tel: 44-171-9604242
● Marquis Gilmore's Drum FM: interactive drum 'n' bass, with special guest soloist Graham Haymes; 8pm; Jul 20
● Royal Albert Hall Tel: 44-171-5898212
● Don Carlos, by Verdi. Concert performance by the Royal Opera with conductor Bernard Haitink. Soloists include soprano Galina Gorchakova, tenor Richard Margison and mezzo-soprano Olga Borodina; 8pm; Jul 20
● Wigmore Hall Tel: 44-171-9352141
● Dmitri Alexeev: the pianist performs Chopin's *Barcarolle* in F sharp, Op.60, Rondo in C minor, Op.1, 5 Mazurkas and 10 Waltzes; 7.30pm; Jul 20

LOS ANGELES
EXHIBITION Los Angeles County Museum of Art Tel: 1-213-857-6000
● Designing Modernity: The Arts of Reform and Persuasion, 1885-1945:

this multi-media exhibition seeks to explore western society's response and reaction to modernisation, the dominant force following the industrial revolution and proceeding through the aftermath of the second world war. The display features nearly 285 objects including European and American paintings, sculpture, prints, furniture, metal work, ceramics, glass, books, toys and ephemera. Artists represented include William Morris, Frank Lloyd Wright, Peter Behrens, Hector Guimard, Mies van der Rohe, Marcel Breuer, Isamu Noguchi and Walter Dorwin Teague; from Jul 21 to Sep 22

MILAN
OPERA Teatro alla Scala di Milano Tel: 39-2-72003744
● Porgy and Bess: by Gershwin. Conducted by John De Maistre and performed by the Opera Teatro alla Scala; 8pm; Jul 19, 20

MUNICH
EXHIBITION Haus der Kunst Tel: 49-89-211270
● Lovis Corinth 1858-1925: Retrospektive: retrospective exhibition devoted to Lovis Corinth, one of the leaders of German Impressionism. The display includes nearly 150 paintings, approximately 60 drawings and watercolours, as well as a selection of prints. After the showing in Munich the exhibition will travel to Berlin, Saint Louis and London; to Jul 21

49-89-21851920
● Parsifal, by Wagner. Conducted by Peter Schneider and performed by the Bayerische Staatsoper. Soloists include John Brucheler, Karl Heim, Kurt Moll and John Kayes. Part of the Münchner Opern-Festspiele; 5pm; Jul 20

NEW YORK
CONCERT Alice Tully Hall Tel: 1-212-875-5050
● The Chamber Music Society of Lincoln Center: with conductor David Shifrin perform works by Copland, W. Schumann, Barber and Bernstein. Part of the Lincoln Center Festival; 7.30pm; Jul 22
● Avery Fisher Hall Tel: 1-212-875-5050
● Kirov Orchestra: with the Kirov Opera Chorus and conductor Valery Gergiev perform works by Prokofiev and Shostakovich. Part of the Lincoln Center Festival; 7.30pm; Jul 22
● Mostly Mozart Orchestra: with conductor Raymond Leppard, pianist Christine Zacharias, soprano Janet Williams, violinist Nai-Yuan Hu and cellist Wendy Warner perform Mozart's Piano Trio in B flat major, K502, Piano Concerto in C major, K503 and Symphony No.38 in D major, K504 (Prague). Part of the Mostly Mozart Festival; 8pm; Jul 20
● Time Warner Concerts in the Parks: The New York Philharmonic: with conductor Richard Westerfield and Chamber Choir perform in Central Park, Manhattan; 8pm; Jul 22

● The Eagles: performance by the American pop group; 8pm; Jul 22

PARIS
EXHIBITION Musée d'Art Moderne de la Ville de Paris Tel: 33-1 53 67 40 00
● Calder: exhibition devoted to the American artist Alexander Calder who worked in Paris for more than 30 years. The display, organised in collaboration with the Louisiana Museum, features more than 140 works; to Oct 6

ROME
CONCERT Accademia Nazionale di Santa Cecilia Tel: 39-6-5811064
● Cantabile: performance by the British vocal group. The programme includes songs from the Tudor period, works by Duke Ellington, film and musical songs, and an homage to harmony groups; 8pm; Jul 22

TOKYO
EXHIBITION National Museum of Modern Art, Tokyo Tel: 81-3-3214-2561
● The Crossing Visions: European and Modern Japanese Art: representative works from the National Museum of Western Art are exhibited alongside Japanese modern artworks; from Jul 20 to Sep 8

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10.00 European Money Wheel
18.00 Financial Times Business Tonight

Philip Stephens

A phoney election

Tony Blair is lumbered with an election for the UK shadow cabinet, which MPs will use to air discontent with New Labour



Next week the UK Labour party will elect Tony Blair's team for government. That at least will be the presumption of the 370 opposition MPs as they cast their votes in the annual ballot for the shadow cabinet. But this will be as phoney and foolish an election as I can recall. As an act of politics, it will serve only to demonstrate how many of his parliamentary colleagues have yet to acquire the instincts of Mr Blair's New Labour.

counterpart, has a free hand. But, in the minds of the candidates, to win enough votes next week is to attach a large reserved sticker to a plush Whitehall limo and to a red leather ministerial box.

Mr Blair would have preferred to abandon this ritual. His allies argued that campaigning within the PLP would deflect the party's fire from the government. The inevitable flare-ups among rival candidates would provide ammunition for the Conservatives. It would also give Old Labour the chance to take revenge on Harriet Harman, the health spokeswoman. Mr Blair defended Ms Harman's decision earlier this year to send one of her children to a "Tory" grammar school. Others in his party are not so tolerant.

For once, the Labour leader has retreated. The PLP barely touched by the Blair revolution, is the last bastion of Old Labour. There are few out-and-out Trotskyists. But the machine politicians who travel to Westminster from the party's traditional bases in England's inner cities and from either side of the Scottish border are deeply suspicious of the leader's middle class accent and presidential style. As one shadow cabinet member remarked this week, Old Labour MPs do not speak easily of their party's conversion to the market economy or

The parliamentary Labour party is the only section of the party which is still capable of destroying Labour's chance of winning the general election

of Mr Blair's willingness to back the status quo. The only change sought is the replacement of the retiring Joan Lester by Mr Cunningham. But others are standing, and Ms Harman's fate is uncertain. Many of those campaigning for her at Mr Blair's behest are doing so only from a sense of duty. Her telegraphic qualities are more admired than her grasp of policy. Mr Harman's approach to the health portfolio has been to do little slowly. But if she is ousted, Mr Blair will reap the benefit. He needs colleagues who do what they are told.

Either way, the elections are delivering some interesting, often contradictory messages. Above all, they illuminate the extent to which New Labour has been Mr Blair's project and Mr Blair's triumph.

He has had support. When the history is written Messrs Brown and Blunkett will be accorded central roles. And there are a dozen more in less exalted positions who are instinctive modernisers. But from the rump of the PLP he has secured acquiescence rather than enthusiasm.

Mr Blair thinks that the new intake of MPs after the election will bridge that divide. Many more will be drawn from the ranks of the modernisers. There has been a trade-off also in the decision to avoid a fight over the shadow cabinet. The PLP may soon discover that the price it has paid is a much tighter code of discipline.

As to the composition of his first cabinet, I suspect Mr Blair would be constrained only by the size of his parliamentary majority. If he won well, I would be astounded (and horrified) if Mr Blair gave precedence to the arcane rules of the PLP. Several of those elected next week would have to be satisfied with a smaller limo and a rather less weighty red box. The PLP may kid itself that the world has not changed. It has.

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LETTERS TO THE EDITOR

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Stretching the clear limitations of Keynesian economics may backfire on Japan

From Mr Russell Jones. Sir, Gerard Baker's analysis of Japan's fiscal difficulties ("Japan ready to put financial house in order", July 18) was stimulating, but I fear too complacent. Perhaps he has been listening too much to the US government and its disciples, who, not for the first time in the past 10 years are encouraging Japan to commit itself to the wrong economic policy at the wrong time. A number of points are worth noting:

Programme, was in deficit to the tune of more than 8 per cent of gross domestic product in the third quarter of 1995. Japan's gross government debt ratio is rising rapidly towards 100 per cent of GDP. Only four other OECD nations have higher ratios: Canada, Greece, Italy and Belgium. Would that fiscal consolidation was as easily as Mr Baker suggests. However, despite Japan's supposed automatic fiscal stabilisers, the last time the budget deficit blew out in the late 1970s it took eight years of consistently rapid growth and draconian expenditure restraint to eradicate the shortfall. The structural balance (OECD definition) took a similar period to move back to balance. In contrast to most OECD economies, the political

dynamic of fiscal policy in Japan is still expansionary. There is every chance that the fiscal consolidation programme for the next nine months will be heavily diluted. Not only could we see another autumn supplementary budget, but an income tax rebate may well be extended for another year and the government may announce exceptions to the planned consumption tax hike. In the meantime, Japan lacks anything resembling a coherent medium-term plan for the public finances. In the context of the OECD's most rapidly ageing population structure, early fiscal consolidation and reform would generate huge benefits for the country's long term debt dynamics. Japan's fiscal activism of recent years has been laudable,

but there are clear limitations to Keynesian economics, particularly of the more unreconstructed kind. Seeking to stretch these limits may backfire if the financial markets take fright. Fiscal procrastination is a dangerous course which could leave Japan in the worst of all possible worlds, suffering the deflationary effects of a half-hearted fiscal tightening, a surge in long-term interest rates, and a less than independent Bank of Japan having to salvage policy credibility by tightening monetary policy aggressively. Russell Jones, chief economist, Lehman Brothers Inc, Ark Mori Building, 12-32 Akasaka 1-Chome, Minato-Ko, Tokyo 107, Japan

Economy rich and vibrant

From Mr Patrick O'Brien. Sir, it is heartening that Stephanie Flanders' research shows voters are not primarily influenced by selfish calculations of self-interest when electing governments because they realise that a vibrant economy is better than high unemployment (Economic Notebook, July 8). Ms Flanders has missed what voters realise and the example of the US proves - that a wide range of income levels increases employment. The US has the lowest unemployment in the world because the rich employ the poor. Who else will in an egalitarian economy do-it-yourself is inevitable because no one wants to spend their hard-earned cash on hiring others and without the rich all fashion and other luxury industries wither also.

Financial inflexibility of a single currency

From Mr Stephen Lange Ranzini. Sir, the experience of eastern bloc countries shows Euro architects "have designed a disaster", writes Brian Reading (in the Pink "Caught up in currency calamity", July 13/14). Bravo for Brian Reading! I was always amazed at the lack of attention paid to the fact that Euro would be a financial disaster for Europe. It is obvious that the intelligentists in Europe haven't read Dr Jane Jacobs' fine book Cities and the Wealth of Nations. Perhaps Europeans don't read even the better Canadian authors? In the latter part of her book, Dr Jacobs provides an eloquent statement of the usefulness for each leading city region in the world in having its own currency. A country which has its own currency can adjust more quickly to financial setbacks. One only has to look at the US where there are many regional Federal Reserve banks, but

just one currency, to see how Texas was hurt in the mid-1980s. Nine of the top ten banks collapsed, and real estate prices followed. If it were Japan, interest rates would have dropped to 0.5 per cent, the banks would have recovered and the economy would have bounced back in five years, and not 10. If Japan shared the same currency as Europe, interest rates would have stayed high and all of its banks would have long since collapsed. With the advent of computers, financial electronic document interchange and multi-currency option loan facilities is there really still as great a need for a universal currency despite these powerful drawbacks? Stephen Lange Ranzini, 959 Maiden Lane, Ann Arbor MI48105, US

the lack of public discussion on the contention that a European single currency would be inoperable without a Federal government, and asked if there was some conspiracy to suppress this. Curiously absent, in addition, seems to be informed debate as to what action would have to be taken by an Euro country that experienced a sharp joining, conditions which would, hitherto, have resulted in a currency devaluation. The only reference I have seen to this was an article by Barry Riley ("The last days of the D-mark", March 15) which implied that the only remedy under these circumstances would be to reduce rates of pay. The implications of this could be so important that the lack of comment appears to support the suggestion made by Mr Clark. M.J. Cheetham, 11 Hassocks Road, Hurstpierpoint BN6 9QH, UK

Patrick O'Brien, 2 Evening Glade, Ferndown, Dorset, UK

From Mr M.J. Cheetham. Sir, Mr Peter Clark (Letters, July 13/14) complained about

FT-City Course advertisement. Includes logos for FT, FT-City, and City of London. Text: 'The FT-City Course provides an excellent introduction to the workings of the City and explains why London is such an important financial and trading centre. Over a period of two months - in eight weekly afternoon sessions - 24 authoritative speakers share their knowledge and experience, describing how the City operates, who the major players are, and how the main markets function.' Includes a list of subjects to be covered and a registration form.

Europa - Werner Hoyer A vote for a uniform system

The mix of national balloting methods should be harmonised for European elections

One of the objectives of the Treaty of Rome was that general, direct elections should be conducted in accordance with a uniform procedure in all member states. Yet all efforts in the 40-year interim to comply with this clear mandate have been to no avail. The dichotomy between the national traditions which range from winner-takes-all to proportional representation methods is an obstacle to consensus. The UK sticks to its first-past-the-post system based on electing a single member in each constituency, while all the other 14 members allocate their seats proportionate to the number of votes polled by each party, at least where European elections are concerned. The absence of uniformity is one of the main obstacles to the emergence of a public that thinks of itself as European. Indeed, it casts doubt on the democratic legitimacy of the European parliament. The swing of votes in the UK, the only member of the EU to use the direct voting method, has a marked impact on the strengths of the various alliances in the European parliament as a whole. In the July 1994 European elections, for instance, the UK Labour party polled only 2.6m votes more than the UK Conservatives, but that gave Labour a 44-seat advantage. Labour has 63 seats, the Conservatives 19. That is exactly the difference between the two largest groups in the European parliament, the European Socialists, which obtained 217 seats and includes UK Labour party MEPs, and the European People's party, which took 178 and includes the Tories. This means 2.6m UK voters gave the largest alliance in Strasbourg a lead of 44 seats - 80,200 votes per seat. In order to gain such a lead of 44 seats a German party in the European elections would have to attract upwards of 12.5m votes more than its nearest rival. And even if the turnout in Germany



Winner takes all: Pauline Green leads the Socialist bloc in the European parliament at Strasbourg

(60 per cent) were as low as in the UK (36 per cent), the number of votes needed to gain that 44-seat lead would still be 7.7m - three times as many as in the UK. Such blatant disproportionality represents an election of electors' intentions can no longer be defended on the grounds that the voting traditions of member states have to be respected. It is precisely when exercising our democratic rights that we need clarity. And one of the reasons why people doubt the European parliament's democratic legitimacy is that its composition is not seen to reflect actual voting patterns within the EU. There will be considerable frustration among those voters most committed to the EU in the other 14 member countries when they realise that the difference in alliance strengths depends solely on the size of the swing in the UK. People cannot be expected to accept this situation. We must therefore adopt a uniform procedure. Which one? Where the multinational European parliament is concerned the proportional system is better than first-past-the-post for two reasons. First, as a general rule proportionality means fairer representation, while the winner-takes-all method has the advantage of producing clear majorities. However, in the EU the sum of 15 national election results using the direct voting system would not produce any clear majorities. Second, the European parliament does not act like a national parliament, where there is a majority supporting the government and an opposition whose strength depends

on the election results. In Strasbourg all major legislative decisions have to be carried by an absolute majority, and this is only possible through consensus among the parliamentary groups. Thus, representation of the main political currents in the EU is far more important than an electoral system designed to produce a clear majority. In spite of my clear preference for proportional representation, I believe we should try to make allowance for the constitutional traditions of member states to the extent that they are consistent with a uniform arrangement. Several ways of achieving this are under discussion: towards uniformity, treaty-based criteria for a different procedure, or a flexible procedure, at least in several member states. I believe the treaty-based criteria would be the best solution. The European parliament came up with a sensible approach in 1993 which leaves plenty of room for national variations. The resolution recommends criteria for European elections which, while ensuring uniformity of procedures, at the same time leave member states considerable latitude in their application. I share the European parliament's view that after various abortive attempts over the past 40 years the time has come for the governments of member states to adopt two basic principles. The first is that the distribution of seats for the election of members of the European parliament should be determined in accordance with a system of proportional representation, taking account of the votes cast throughout the

member state. This can be achieved through voting for lists drawn up either for the whole territory of a member state or for regions or multi-member constituencies. The second is that member states should be allowed to make partial use of the first-past-the-post system but no more than two-thirds of the seats assigned to them may be distributed in these constituencies. The remainder could be distributed by means of lists in such a way as to ensure that the distribution of all the seats of the member state concerned corresponds to the proportions of the total votes cast. If both of these principles were adopted they would ensure sufficient uniformity but be flexible enough to permit national variants. Examples would be the use of minimum vote thresholds below which parties cannot win seats; the use of a preferential voting system where elections are based on regional lists; and the allocation of some of the seats via a supplementary list for the entire EU. Such a procedure would leave member states a considerable amount of freedom, but the crucial point is that after all this time we must have a uniform electoral procedure to which all member states are bound. That is how the European parliament could best comply with the political will of the member nations. After 40 years, therefore, let the Intergovernmental Conference pave the way for a uniform electoral procedure in Europe. The author is minister of state at the German Federal Foreign Office and a member of the Bundestag

FINANCIAL TIMES

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Inscrutable Mr Greenspan

Mr Alan Greenspan, recently reconfirmed in his third term as chairman of the Federal Reserve, exerts an extraordinary influence over financial markets. Part of his method is never to be too predictable or transparent.

The question is whether the anxiety is justified. By historical standards, the labour market is unquestionably stretched: the unemployment rate is 5.3 per cent, and 10m new jobs have been created over the past four years.

The old Japan

Struggling through its worst postwar crisis took Japan into deep, uncharted waters. For a time it looked as though little, if any, of the vaunted Japanese model that has served the country so well would emerge unscathed.

average around 3 per cent in future. Without it, growth would be 1.75 per cent. Most private economists consider even these figures over-optimistic.

An iron fist

The appointment of General Igor Rodionov as Russia's defence minister should dispel the illusions of anyone who believed that the election of President Boris Yeltsin, with General Alexander Lebed at his side, marked a straightforward success for liberal values over the brutal authoritarianism of the Soviet past.

emergence of Soviet-era hardliners has been made possible by the illusion of stability following the Union's collapse, outrages and blood-letting on a vastly bigger scale than the April 1989 killings took place in both Georgia and Russia.

The Kirch group: a programme of interests. Includes a bar chart showing % of holdings for various entities like United, Munich; NDF, Munich; SAT.1; etc.

A jump up the television ratings

The broadcasting alliance with Murdoch has made Kirch one of the most powerful media groups in Europe, says Judy Dempsey

Mr Leo Kirch, the Munich-based media mogul, is this week putting the final touches to an agreement to buy the distribution rights to a package of films from Warner Brothers, the US producers.

ment bank "BSkyB will get access to Germany which, with its 33m households, is one of the largest television markets in Europe. Kirch will get the wealth of experience of BSkyB gained through making pay-television in Britain a success."

to convince viewers why they should spend DM1,400 on a decoding box, DM90 a month for the standard DFL package and an additional DM10 for a special sports package.

University. Then, German television was in its infancy. There was a shortage of entertainment, particularly films, and German distributors were slow to tap into the reserves of the US studios.

His rivals, especially Bertelsmann and RTL, repeatedly accuse him of seeking a monopoly over film distribution. "This is about competition. They can bid as well," says a Kirch official.

OBSERVER

It's not just platonic

Shades of John Le Carré in Copenhagen it's leaked out that one of the reasons why four British diplomats were expelled from Moscow in May centres on a man called Plato, who is presently languishing in a Russian cell, after being charged with espionage.

No doubt he's in no hurry to return home. Growth business Can Terry Smith, UK number-cruncher who achieved the distinction of propelling a book on accountancy to the top of the best seller list, repeat the performance?

meeting in the Czech capital in 2000. To land this fish Prague beat off South Africa, the Netherlands and the United Arab Emirates; Czech fisher-in-chief was finance minister Ivan Kocourek.

It's one measure of Singh's success that Chidambaram is expected to continue along the reformist path charted by his predecessor. But Singh appears less than content. In his first interview since Congress lost elections in May, Outlook magazine this week found him in gloomy mood.

50 years ago Copper Price Very Firm Following the strike of artisans at the Rhodanese copper mines of Mufuilira, Nchanga Consolidated, Rhokana Corporation, Roan Antelope and Rhodanese Broken Hill, and the stoppage of production, a very firm tone has developed in the international copper market.

Bedding down

Prague officials are delighted about getting the International Monetary Fund to hold its annual

Time to Singh

When P. Chidambaram, India's finance minister, presents his first budget on Monday, no one will be more attentive than the man responsible for the previous five, and who can take much of the credit for liberalising India's economy: Manmohan Singh.

Treasure this one

Rollins at the US Treasury were puzzling over what to call an innovative new bond issue. Let's call it the Dole, said one. No, said the others: lacking in interest. What about the Gingrich? Nope, insufficient maturity. OK, try the Clinton. Out of the question: a complete lack of principal.

"An income statement is
 a portrait of how the manager
 has behaved daily."

ROBERTO MARANO, Founder of Italcasa

Inkombank chief angry at talk of bankruptcy

By Christy Fretland in Moscow

The president of Inkombank, Russia's fifth largest bank, yesterday accused "vegeful" government officials and "dishonest" rivals of provoking rumours that his institution was on the brink of bankruptcy.

Central bank officials and senior members of the government have publicly vouchered for Inkombank's solidity over the past few days, but Mr Vladimir Vinogradov, the bank's president, said the speculation had already done significant damage.

Mr Vinogradov said that depositors had withdrawn Rb160bn (\$82m) since the beginning of the month, when reports about the bank's fragile financial state first appeared in the Russian media. Other bank executives said some foreign partners had become "reluctant" to work with Inkombank in the wake of the reports.

Mr Vinogradov's statement opened a window on the byzantine world of Russian business, where good political connections can be a vital financial asset, and highlighted how difficult it can be for outsiders to assess the true standing of companies.

In Russia, where hyperinflation and the collapse of dozens of financial institutions over the past few years have bred a

Russia's fifth largest bank accuses 'dishonest' rivals

national wariness of banks, reports like those which have circulated about Inkombank have an immediate effect.

The furor comes at a time when a sharp fall in inflation and lower yields on government bonds have led most Russian and western economists to predict a shake-out in Russia's frail financial sector. One major bank went into receivership earlier this month. Inkombank was widely considered to be the bank most likely to fail next after Kommersant, the leading Russian business daily, published a leaked report by central bank inspectors warning of substantial liquidity problems. The story was picked up by ORT, Russia's biggest television network, 51 per cent state-owned, which broadcast the tale to millions of Russians.

Inkombank officials said yesterday that, in a revised version of the report, central bank auditors had modified their criticism to "some accounting errors" and the deputy head of the central bank has assured the public that Inkombank is solvent.

The officials alleged that the controversy - including the cen-

tral bank's unusual decision to make a special inspection and the eventual leaking of the report to the press - was part of a government effort to suppress one of the rare dissenting voices in the business community.

"We believe the inspection is connected with the shares-for-loans auctions," Mr Vinogradov said, referring to last year's contentious privatisation programme. Inkombank, together with many western observers, alleged that the auctions were a cover-up for the transfer of valuable state assets to government insiders at a fraction of their worth.

Few observers would be likely to disagree with Mr Vinogradov's wider charge that close ties between the government and a few private companies still mark Russia's bid to create a market economy out of the lumbering behemoth it inherited from the Soviet Union. But even those who share Mr Vinogradov's general views are now wondering, in the words of a concerned analyst from China who has been working with Inkombank, if "there can be smoke without fire".

Companies asked to help bring Stonehenge up to date

By Antony Thornicroft in London

Stonehenge, the most famous ancient monument in the UK, is to get a new lease of life.

English Heritage, the government-financed organisation which administers the 4,000-year-old ring of stones, is asking private sector companies to form a consortium to contribute £32.5m (\$50.7m) towards the construction of a new visitor centre on the site.

The centre would have restaurants and shops as well as a high-technology interpretation of the site.

"The Stonehenge Experience" should be open to the public by 2000. It is expected to attract at least 1.8m visitors a year.

Stonehenge, Britain's most celebrated world heritage site, is the leading property in the care of English Heritage and the cause of many of its problems.

For the past 30 years the public has been kept away from direct access to the huge stones because of fears of vandalism.

This has led to disputes and confrontations with Druids, who traditionally worship there on Midsummer's Day.

Past proposals to improve the area have met with opposition from local authorities, pressure groups and archaeologists, who are concerned about the 450 other ancient monuments on the 1,620-hectare site.

To solve this problem, English Heritage has harnessed the latest privatisation innovation of Britain's Conservative government, the so-called private finance initiative.

This was introduced in 1992 as a means of attracting private capital to fund capital projects which the state was unwilling to finance.

If a consortium can be founded - and four groups of companies with expertise in leisure, catering and design have already expressed an interest - English Heritage will in November ask the Millennium Commission, which is funded by the UK National Lottery, to provide a matching sum. Work on the development should start next year.

Currently fewer than 1m tourists come to Stonehenge. A quarter of them observe the stones from a distance, and do not pay to enter the car park and the dilapidated visitor centre, which in 1992 was described by the public accounts committee of the British parliament as "a national disgrace".

The new visitor centre will cover 8,000 sq m and be located 2km from the stones.

Visitors will be transported by monorail to within 500m of the circle, which will become accessible to the public by foot again.

Back to the future, Page 11.

Greenspan's games

THE LEX COLUMN

If obfuscation was the name of the game - and it undoubtedly was - Mr Alan Greenspan's testimony to the US Congress yesterday was a triumph. According to the Federal Reserve chairman, inflation might or might not become a problem, but if it did he would stamp on it. Meanwhile, the economy looked set to slow, but it could see a burst of short-term growth. It was a speech which offered something for everyone, but added up to virtually nothing, and the stock and bond markets loved it.

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The good news for equities was the message that an interest rate rise was not imminent. Given the recent decline in share prices, it is hardly surprising that Mr Greenspan should try to calm jumpy investors. The bad news, however, is that Mr Greenspan's comments support the case for an increase sooner, rather than later. His testimony offered no evidence that political pressure has encouraged a more relaxed attitude to inflation. And more important, he suggested that factors that have been restraining wages and prices - such as job insecurity - are only temporary, and he pointed to evidence that this phase is already coming to a close.

Mr Greenspan does still hold out the hope that the economy may have become self-regulating, with higher bond yields (and therefore higher borrowing costs) restraining corporate activity, and pent-up consumer demand from the recession finally subsiding. But the tone of the speech was cautious, and investors should act accordingly. The odds must still be on a pre-emptive rate rise, if only to signal that the Fed will not submit to pre-election complacency.

stabilising after its biennial price reduction this spring. America's managed care organisations are stepping up their drug purchases, because it is much cheaper to put patients on medication than to send them to hospitals. That - and a flood of more effective, new products - is starting to swing the balance of power back in favour of the pharmaceutical companies.

This has triggered handsome outperformance, with the pharmaceutical sector outpacing a rising US market by 30 per cent over the past 18 months. That leaves it trading on a demanding 15-20 per cent premium to the market average. But with Wall Street increasingly nervous of technology stocks and cyclical, drug companies look like a safe haven.

New issues

When the London stock market sneezes the new issues market tends to catch cold and there are certainly plenty of sniffles around at the moment. Recent flotations, including British Energy, Sun Life and Jarvis Hotels, are trading at a discount to their issue price. Allied Carpets, a solid retailer, has been priced at the bottom of the indicated range and supermarket chain Somerfield is struggling to get to market on a price/earnings multiple of only seven. Meanwhile, it has become almost impossible to float a biotechnology stock. Allyzyme has raised only a third of the money it wanted and Cambrio has delayed its flotation altogether.

Companies and investors have only themselves to blame for this bout of fatigue. Earlier this year, cash-rich fund managers were keen to put money into equities and backed new issues without looking too closely at quality. Companies rushed to join a

rothy market in the second quarter of 1996 flotations raised £4.2bn, more than in the whole of 1995. And the success of the junior AIM market has attracted a number of blue-sky companies for which venture capital funding might have been more appropriate.

Now that sentiment has turned, institutions have become much more picky - just as in early 1995 after the high-profile collapse of 1994 newcomers such as Aerostructures Hamble. Large, established groups like Dair-Crest and Lonrho's Princess Metropolitan hotels should have little trouble floating - though pricing will be under pressure. But smaller companies and biotech groups might consider a trade sale or venture capital instead.

British Gas

Tuesday's 450-page Monopolies and Mergers Commission report on BAA may have been turgid stuff, but it will have been eagerly read in at least one other boardroom - British Gas's. If BG fails to persuade Ms Clare Spottiswoode to water down her tough regulatory proposals, it can try its luck at the MMC instead. And the generosity of the BAA report suggests it has every reason to do so.

True, the BAA report offers few clues as to whether the MMC might take a less aggressive line on one of the biggest arguments between BG and its regulator - over depreciation. But in three areas, the MMC line is notably softer than Ms Spottiswoode's. First, the MMC's attitude to BAA's cost and revenue projections is remarkably trusting; Ms Spottiswoode's approach to BG's was much more sceptical. Second, the long-term rate of return proposed by the MMC for BAA - 7.5 per cent - is comfortably above Ms Spottiswoode's 6.57 per cent range. Third, the MMC is planning to allow the BAA a leisurely five-year period before it reaches this level. Ms Spottiswoode wants BG to cut its returns at once.

A softer approach in any one of these areas could make a big difference to BG's finances. A 0.5 per cent increase in the allowed rate of return, for instance, would add £50m to BG's annual cash flow - increasing the value of the company by something like £400m. Of course, there is no guarantee BG will get as lax a deal out of the MMC as BAA. Nonetheless, the MMC's soft, pragmatic approach still looks a considerably better bet than anything the company might extract from Ms Spottiswoode.

Additional Lex comment on London Underground, Page 20

US shares rise

Continued from Page 1

nothing in the tenor of his remarks to suggest that markets need be apprehensive of an aggressive tightening of policy," said Mr Bill Griggs, a Wall Street bond market commentator. He believed the message was that "inflation is good this year and is going to get better next year."

Mr Greenspan said higher bond yields, the rise in the dollar and waning demand by households and businesses for durable goods would contribute to a slowing of growth in coming months.

Prices had been surprisingly quiescent with the "core" inflation rate - which excludes food and energy - so far lower this year than in 1995.

Israel and Egypt affirm search for Middle East peace

By Sean Evers in Cairo

Egypt and Israel said yesterday they had agreed on the future of the Middle East peace process, following a 2½ hour meeting between Mr Benjamin Netanyahu, Israel's new prime minister, and President Hosni Mubarak of Egypt, in Cairo.

"We've cleared the air," Mr Netanyahu said after his first meeting with an Arab head of state since taking office last month. Mr Mubarak said he had "a clear picture about what could happen, a clear picture that [Netanyahu] is going towards the peace process".

At last month's Arab summit in Cairo, Arab leaders warned that any deviation from the principle of "land for peace" established at the 1991 Madrid conference sponsored by the US and Russia would shatter regional detente and force Arab countries to reconsider the ties established with Israel in the past five years.

Mr Netanyahu avoided any mention of the land-for-peace formula yesterday, but moved to soothe Arab fears, saying: "I think that the terms of reference of Madrid can unite us around a common frame of reference. This is how we intend to proceed." But he said there were "different

interpretations" of the Madrid formula. Mr Mubarak went a step further, underlining that the cornerstone of the peace process launched in Madrid was land-for-peace, "clearly defined in writing, and it does not have any further interpretation".

Mr Mubarak said yesterday's talks centred on "the need to create the proper atmosphere to resume peace negotiations on all tracks".

Until the framework for reconvening talks between Israel and Syria, and Israel and the Palestinians is established, most Arab leaders will need convincing that Israel is reconsidering its refusal to give back Arab land.

Mr Osama al-Baz, the Egyptian president's political adviser and a key intermediary in regional peace negotiations, stressed the importance of "a beginning for the process of moderation, where Mr Netanyahu will realise the necessity of being flexible, for he has been formulating his policies in the absence of any real dialogue with the Arabs".

Mr Netanyahu said his government would honour existing arrangements on Palestinian self-rule. He announced that his foreign minister, Mr David Levy, would meet Mr Yassir Arafat, the Palestinian leader, next week.

Jumbo crash

Continued from Page 1

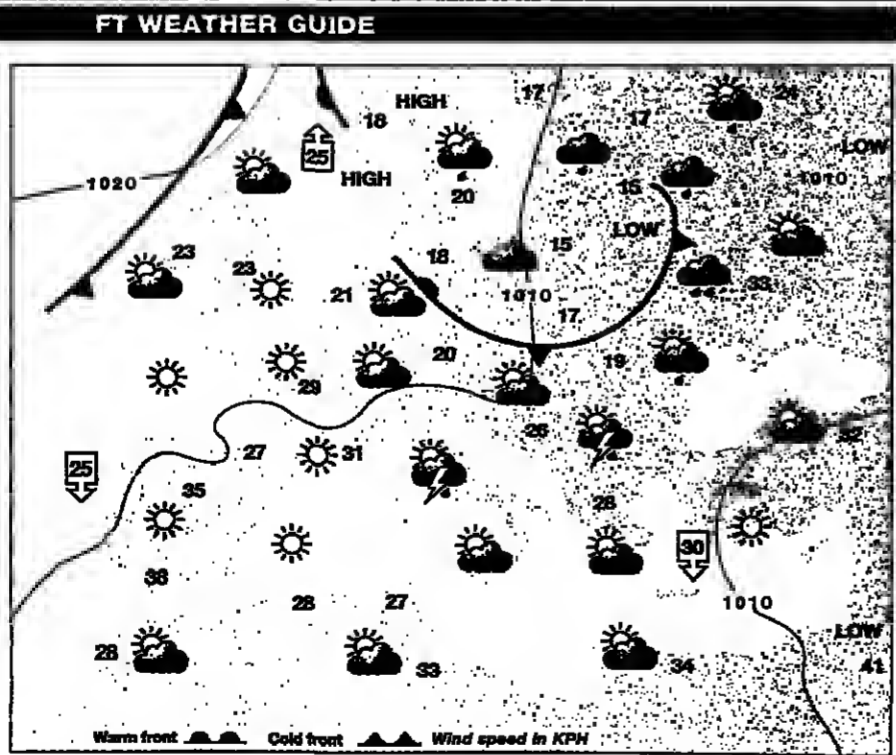
indications are that that crash was caused by hazardous material exploding in the hold, but the Federal Aviation Administration did find shortcomings in ValuJet's maintenance procedures.

The aircraft for Flight 800, which went into service in 1971, had flown from Hellenikon airport, Athens, to New York's JFK before beginning its flight to Paris. The US authorities issued a warning four months ago that security at Hellenikon was lax. The warning was lifted in May after security was tightened.

US pharmaceuticals

America's drug companies are in robust health, judging by the latest quarterly results. Average volume growth of 8-10 per cent is running ahead of best expectations and those with new products are moving much faster. Merck, boosted by the launch of drugs for lowering cholesterol and fighting osteoporosis, increased its second quarter sales by nearly 20 per cent. Pfizer's turnover grew 11 per cent over the same period despite publicity linking two of its main heart medications to cancer. And these growth rates were achieved in the face of a rising dollar which hit overseas sales and earnings on translation.

But volume growth is only half the story. Price pressures are also less fierce. Neither in Europe nor the US is there any sign of politically motivated price cuts at the moment and Japan is



Europe today

Light to gentle southerly breezes will bring warm and dry air to most of the UK. Temperatures will range from 20C to 25C. Some coastal regions will be a bit cooler. Spain and Portugal will be hot. France will be sunny with afternoon temperatures between 25C and 32C. The western Mediterranean, Italy and the Balkan states will have scattered thunder showers during the afternoon and evening. The Benelux and southern Scandinavia will remain dry and sunny with temperatures between 18C and 23C. Central and eastern Europe will continue cool with some rain across Poland, parts of Slovenia, the Ukraine and Romania. Greece and Turkey will continue sunny and warm.

Five-day forecast

During the weekend, eastern and central Europe will turn warmer and will remain mostly dry. Early next week north-west Europe will have rain and will be slightly cooler. Later next week central Europe will become unsettled. Spain and Portugal will continue hot and sunny.


TODAY'S TEMPERATURES

Maximum	Beijing	cloudy	31	Casaca	rain	32	Faro	sun	30	Madrid	sun	36	Rangoon	rain	30		
Abu Dhabi	sun	44	Belgrade	sun	22	Casablanca	sun	28	Geneva	sun	29	Maliya	sun	30	Rio	sun	25
Accra	cloudy	27	Berlin	sun	18	Chicago	sun	22	Glasgow	sun	27	Manchester	sun	23	S. Korea	sun	31
Algiers	sun	28	Bombay	sun	32	Cologne	sun	22	Hamburg	sun	23	Marrakech	sun	33	S. France	sun	24
Amsterdam	sun	21	Bogota	sun	19	Dakar	sun	30	Hankow	sun	27	Melbourne	sun	14	Seoul	sun	31
Athens	sun	30	Bombay	sun	32	Dallas	sun	30	Helsinki	sun	16	Mexico City	sun	21	Singapore	sun	32
Atlanta	sun	34	Buenos Aires	sun	22	Dubai	sun	38	Hong Kong	sun	31	Miami	sun	27	Stockholm	sun	19
B. Aires	sun	12	Budapest	sun	19	Dubai	sun	43	Honolulu	sun	31	Milan	sun	27	Strasbourg	sun	23
B. ham	sun	24	C. hagan	sun	19	Dubai	sun	43	Istanbul	sun	27	Montreal	sun	23	Sydney	sun	19
Bangkok	sun	33	Dukrovsk	sun	28	Dubai	sun	43	Istanbul	sun	27	Moscow	sun	19	Taipei	sun	31
Berlin	sun	28	Cape Town	sun	17	Edinburgh	sun	22	Jersey	sun	20	Murich	sun	20	Tel Aviv	sun	32
									Karachi	sun	35	Nairobi	sun	23	Tokyo	sun	30
									Kuwait	sun	46	Naples	sun	29	Toronto	sun	24
									L.A. Angeles	sun	25	Nassau	sun	32	Vancouver	sun	18
									Las Palmas	sun	28	New York	sun	30	Warsaw	sun	25
									Lima	sun	19	Nice	sun	28	Wien	sun	18
									Lisbon	sun	32	Nicosia	sun	36	Warsaw	sun	15
									London	sun	25	Oulu	sun	21	Washington	sun	34
									Luxembourg	sun	22	Paris	sun	27	Wellington	sun	12
									Lyons	sun	28	Perth	sun	18	Winnipeg	sun	26
									Madeira	sun	28	Prague	sun	17	Zurich	sun	22

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by



**The Ministry of the Treasury of
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July 19 1996

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KYOCERA, world leader in high-tech ceramics, continues to develop new uses for its technology in the IT and automotive industry, medicine, electronics and metal processing.

IN BRIEF

Banacci may sell brokerage stake

Banacci, Mexico's largest financial group, may sell a large stake in its brokerage company Accival to complete a \$1bn recapitalisation programme for Banamex, its banking arm.

Merck and Pfizer meet forecasts

Merck and Pfizer, two of the fastest-growing US pharmaceuticals groups, matched stock market expectations with earnings per share growth of 18 per cent and 23 per cent, respectively, in the second three months of the year.

BBV beats growth target

Banco Bilbao Vizcaya, the biggest Spanish banking group in terms of stock market capitalisation, reported a sharp increase in first-half profits.

Nomura and Daiwa release results

Nomura Securities and Daiwa Securities, two of Japan's leading securities houses, have released their first-quarter results, reflecting efforts by the industry to increase disclosure to investors.

Reliance plans petrochemicals expansion

Reliance Industries, India's largest private-sector company, is set to become a "global force" in petrochemicals, according to Mr Dhirubhai Ambani, its founder and chairman.

Gold rise helps Anglo American

Anglo American's gold and uranium division has posted a 43 per cent rise in net profit for the quarter ended June 30 to \$323m (\$73.6m) as the higher gold price - in rand terms - consolidated gains at its deep level mines.

Former chairman defends LME system

Mr Christopher Green, former chairman of the London Metal Exchange, has launched a spirited defence of the exchange's unique way of operating - which has been called into question following the Sumitomo scandal.

Table with 2 columns: Company Name and Share Price. Includes AT&T, Anglo American, BASF, BBV, etc.

Table with 2 columns: Market Statistics and Values. Includes Annual reports service, Bond futures and options, etc.

Table with 2 columns: Chief price changes yesterday and Values. Includes Frankfurt (Dax), Paris (CAC), etc.

AT&T stocks fall on growth warning

By Tony Jackson in New York

AT&T, the largest US telephone company, warned that intense competition in the deregulated US market would result in lower growth in its domestic consumer business than last year.

AT&T's total operating income in the second quarter was 2 per cent higher at \$2.3bn, on sales also up 2 per cent at \$13.0bn.

AT&T's apparent loss of market share was highlighted by figures from its smaller rival in the long-distance market, MCI.

AT&T reported sales growth of 18 per cent in wireless telephony, in which it is the biggest US operator, to \$64m.

MCI said revenues at Concert, its international alliance with British Telecommunications, had revenues almost doubled year-on-year, from \$74m to \$126m.

Biotech companies are wondering whether the recent run of investor confidence is over

Clinical trials in the marketplace

Biotechnology companies on both sides of the Atlantic have seen a nine-month bull market come to an abrupt end this month.

Trouble with flotations and rights issues is bad news for the sector. Biotech companies try to turn scientific ideas into commercial medical products.



price falls are significantly different from those which triggered the 1992 collapse in investor confidence.

Then, the bad news came in the form of the failure of a promising drug in the final stage of clinical trials.

scientific and commercial potential of a biotech company's projects.

BASF to close four plants in Germany and cut 900 jobs

By Jerry Luebery in London

BASF, the German chemicals group, is to close four plants at its main production site in Ludwigshafen, Germany, with the loss of 900 jobs.

1970 had fallen to 180,000 by 1994. This shift has already prompted the group to announce the relocation of its textiles and leather chemicals division from Ludwigshafen to Singapore.

draw from the sector, said Mr Eckell, but cost-cuts were essential if these businesses were to survive.

Under a deal reached last year with Ciba, the chemical company, BASF will become the Swiss company's main supplier of textile dye ingredients.

BASF's main German rivals, Hoechst and Bayer, have lived off their textile dyes operations into a joint venture, Dystar.

Spanish groups in venture talks

By Tom Burns in Madrid

Repsol, Spain's leading energy group, and Iberdrola, the second-ranked domestic electricity producer, are in talks on setting up a large joint energy venture.

chairman last month. BBV said yesterday the talks between the two corporations were at an initial stage and a preliminary agreement over the venture was unlikely before September.

Spanish alliances, both led by banks and involving big investments in key industrial sectors.

BBV, together with La Caixa, the main domestic savings bank, has recently built up a significant equity stake in Telefonica, the national telecoms operator.

Endesa, which is partially privatised and is one of the most profitable domestic corporations, is additionally diversifying into the oil and gas sectors.

TELECOM SPT TELECOM, a.s. Czech Republic USD 750,000,000 Multicurrency Revolving Credit Facility

Various advertisements on the left margin including 'An on one statement is a portrait of how the market has behaved daily', 's games', 'Italiano', 'The Treasury of Italy', 'SBC Werburg'.

COMPANIES AND FINANCE: THE AMERICAS

Banacci considers sale of stake in brokerage firm

By Leslie Crawford in Mexico City
Banacci, Mexico's largest financial group, may sell a large stake in its brokerage firm Accival to complete a \$1bn recapitalisation programme for Banamex, its banking arm.

Accival, by contrast, is Mexico's largest brokerage, as well as the cradle of Banacci's financial empire. It was the springboard from which Mr Roberto Hernandez and Mr Alfredo Harp mounted the winning bid for Banamex in 1991, when most of the banking sector was privatised.

operating conditions, Accival is modestly profitable. Banamex executives say selling a stake in Accival is only one of several options under consideration to raise the final \$200m of the bank's \$1bn recapitalisation programme.

of fresh capital to the bank. Banamex offered to exchange \$250m of convertible debentures maturing in 1999 for new debentures bearing a higher rate of interest, due in 2003, and sold an additional \$100m of the new debentures for cash.

than 40 US and European institutions. The four-year notes bear a coupon of 12.75 per cent. The lengthening maturities of new debt placements show Mexico's blue-chip companies are regaining the confidence of institutional investors, even though premiums are higher than those before the devaluation of the peso in December 1994.

Barrick profits fall after exploration spending rises

By Robert Gibbons in Montreal
Barrick, North America's biggest gold producer, posted lower second-quarter and first-half earnings because of heavier exploration and development spending.

ing gold property in Peru. The excellent performance of our mines and our financial strength allow us to pursue global development to expand our reserves and production long-term," said Mr Peter Munk, chairman.

First-half profit was \$140.9m, or 39 cents a share, against \$146.5m, or 41 cents. Operating cash flow was \$230.7m against \$225.1m. Gold revenues were \$655m against \$610m. Exploration expenses rose 71 per cent to \$31m.



Peter Munk: 'performance allows global development'

Pfizer and Merck meet Wall Street expectations

By Richard Waters in New York
Merck and Pfizer, two of the fastest-growing US pharmaceuticals groups, matched stock market expectations with earnings per share growth of 16 per cent and 22 per cent, respectively, in the second three months of the year.

Recovery continues at US aerospace groups

By Christopher Parkes in Los Angeles
US aerospace and defence groups continued their recovery in the second quarter, with strong earnings which showed the effects of widespread restructuring.

with McDonnell, for example, reporting net income up 11 per cent at \$188m and earnings per share 18 per cent higher at 87 cents. The results brought earnings per share for the first half to \$1.76 - an improvement of 23 per cent over the comparable period of 1995.

level for the first half were 12 per cent better at \$7m. Revenues from military aircraft sales were unchanged during the quarter and in the first half with a total of \$4bn booked this year to date.

than at the same point last year. First-half earnings were lifted 9 per cent to \$2.09 a share, with the net total up by the same proportion at \$121m. Teledyne, which moved to complete its exit from defence markets by agreeing to merge with Allegheny Ludlum, and by selling its military vehicles and defence electronics businesses during the second quarter, said net income rose 22 per cent to \$40m, while earnings per share increased from 59 cents to 69 cents a share.

The Republic of Panama PDI Bonds Due 2016. Notice is hereby given that from July 17, 1996 to January 17, 1997 (184 days) the bonds will carry an interest rate of 6.75%.

USD 10,000,000 EURO MEDIUM TERM NOTE PROGRAMME OF SOCIETE GENERALE. SGA SOCIETE GENERALE ACCEPTANCE N.V. AND SOCIETE GENERALE AUSTRALIA LIMITED.

The Republic of Panama Discount Bonds Due 2026. Notice is hereby given that the Rate of Interest has been fixed at 6.75% and that the interest payable on the relevant Interest Payment Date, January 17, 1997 against coupon No.1 in respect of US\$1,000 nominal of the Notes will be US\$34.50.

Table with columns: Issue, Par, Price, Yield, etc. for various bonds.

Notice is hereby given that the Rate of Interest has been fixed at 6.75% and that the interest payable on the relevant Interest Payment Date, January 17, 1997 against coupon No.1 in respect of US\$1,000 nominal of the Notes will be US\$34.50.

Chip equipment makers join forces

By Christopher Parkes
Two small leading-edge technology companies - one from southern California, and one from south Wales - have joined forces to attack the world market for semiconductor chip-making equipment.

Plasma & Materials Technology, the US concern, is to pay about \$145m in cash and shares to acquire Electrotech, a 28-year-old private US company with annual sales of about \$64m.

Although combined revenues last year were a mere \$76m, the new partners see almost limitless prospects in a world market worth some \$7bn last year. PMT is a pioneer of plasma etching processes which allow far more circuitry to be packed on a chip than is possible with conventional acid etching.

worth of chip-making equipment last year. But he is also aware that technology alone provides no instant access, no matter how advanced. Mr Gregor Campbell, founder of PMT, also learnt early on that big corporations need both proven technology and international service before they will buy such important equipment from relatively unknown suppliers.

The networks will now be combined and the new company will be a full-service distributor wherever the demand may occur.

Every day, we help thousands of people like Zoe fight cancer. Give people with cancer a fighting chance. Over 90p in every £1 donated goes directly into our vital research.

Wells Fargo & Company US\$100,000,000 Floating rate subordinated notes due July 1997. The notes will bear interest at 5.375% per annum for the interest period 19 July 1996 to 21 October 1996.

The group that controls Banco Bamerindus, Brazil's fourth biggest private bank, has restructured its assets in an attempt to regain credibility for the bank whose image has suffered after months of reports that it faces liquidity difficulties.

Banco Bamerindus revamps assets to boost confidence

By Jonathan Wheatley in São Paulo
The group that controls Banco Bamerindus, Brazil's fourth biggest private bank, has restructured its assets in an attempt to regain credibility for the bank whose image has suffered after months of reports that it faces liquidity difficulties.

uring was carried out "with the approval of the Central Bank and without the sale of Banco Bamerindus or transfer of its control". Senator José Eduardo de Andrade Vieira, the bank's president, recently said it needed R\$1.5bn to balance its books. Its difficulties stem partly from a portfolio of government bonds, including so-called FCVS bonds with a face value of R\$1bn. These trade on secondary markets at discounts of about 50 per cent but are entered in the bank's accounts at face value.

R\$4.9bn, was also below that of other big Brazilian banks. Mr Kotani said the bank still had "a big problem with credibility", despite the restructuring. He expected the bank to complete the revamp by selling assets, including Inpacel. If credibility remained low, the group would be forced to sell control of the bank in order to qualify for funds from a government programme known as Proer, which provides low-cost finance for mergers and acquisitions in the industry.

NEWS DIGEST

Bankers Trust well ahead of forecasts

The earnings recovery at Bankers Trust continued in the second quarter of the year with a 66 per cent rise in net income, to \$151m, in spite of losses in the copper market. At income, up from \$6 cents a year before and \$1.51 in the first three months of the year, the latest results comfortably exceeded most market forecasts.

Bankers Trust reached a settlement during the quarter with consumer products group Procter & Gamble, which put an end to a dispute that had cast a cloud over its derivatives business for more than two years. It also reached agreement to buy Wolfensohn, a well-regarded investment banking "boutique".

Currency rates slow McDonald's

McDonald's, the US fast food company, paid the price for global expansion in its second quarter when shifts in exchange rates ate into profits. Even so, the company reported an 11 per cent increase in net income, to \$420.4m, and a 13 per cent rise in earnings per share to 39 cents, beating analysts' forecasts. The shares jumped 11% to \$45 1/2 in early trading.

Sears, Roebuck posts record

Growth at Sears, Roebuck, the second-biggest US retailer, continued in the second quarter, with the latest in a series of big profit increases. Net income was ahead 26 per cent at a record \$274m, or 67 cents a share. Growth was driven by an 11 per cent increase in revenues, to \$4.13bn.

Spin-off costs drag down Lucent

Lucent Technologies, the telephone equipment business spun off from AT&T in April, saw net profit drop 55 per cent to \$72m in the second quarter, in spite of a 6 per cent rise in revenues to \$5.4bn. The company said this was partly because of the cost of the spin-off.

Bad debts check Dean Witter

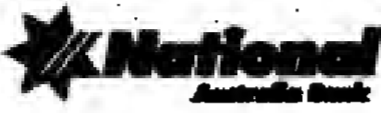
Rising bad debts from credit cards held down earnings at Dean Witter, Discover, the stockbroker and credit card group, reported a slight increase in net income in the second quarter, from \$238m in the same period of 1995 to \$239m in the three months to June 30. Earnings per share were up 9 per cent, from \$1.25 to \$1.39, on a fully-diluted basis. The shares fell 11% to \$6 1/2 in morning trading.

SCHRODER JAPANESE WARRANT FUND LIMITED NOTICE AND AGENDA. NOTICE is hereby given that the Sixth Annual General Meeting of Schroder Japanese Warrant Fund Limited will be held at 9.00 am, on 7 August 96 at Barclay House, 25, Julian's Avenue, St Peter Port, Guernsey, Channel Islands GY1 3QL for the purpose of considering and, if thought fit, passing the following resolutions.

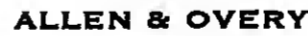
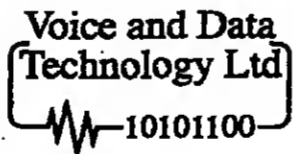
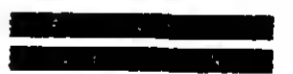
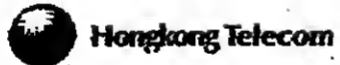
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INVEST TIMING... ENERGY BUYING...
BANKERS Trust well ahead of forecasts...
Energy rates slow McDonald...
Mrs. Riebeck posts record...
Oil-off costs drag down...



**THE RACE IS ON.
WE'RE PLEASED
SO MANY
COMPANIES
INTERNATIONALLY
ARE BACKING US.**



In 1990 NatWest began the development of Mondex with a simple vision – to offer people around the world a more convenient way to pay for all their everyday needs.

Notes and coins are still the world's favourite way to pay so we wanted Mondex to behave like cash. It does – more than any other payment card.

But Mondex is more than cash. Very soon payments over the Internet and from mobile phones will be routine: they will be Mondex payments. Of course, people today expect their payment cards



to work as they travel the world. Mondex does: a Mondex card can hold several currencies simultaneously. We have always believed that a worldwide payment brand should have a worldwide ownership.

Today NatWest is proud to announce that Mondex has become an independent payments organisation – owned by leading companies in North America, Asia, Australasia and Europe.
Mondex, the worldwide alternative to cash.



View Mondex on the Web at: <http://www.mondex.com/mondex/home.htm>

COMPANIES AND FINANCE: EUROPE

BBV beats expectations with 26% rise

By Tom Burns in Madrid

Banco Bilbao Vizcaya, the biggest Spanish banking group in terms of market capitalisation, reported a sharp increase in first-half profits yesterday. The bank said it was well ahead of targets set under its "1,000-day plan" to achieve double-digit growth in earnings per share and dividends through to 1997.

During the past six months BBV has consolidated its position as Spain's leading industrial investor by increasing its equity holdings in Repsol, the dominant oil, gas and chemicals group, and in Telefonica, the national telecommunications operator. It is a core shareholder of both corporations and its industrial portfolio, which manages significant positions in a wide range of businesses, has a current market valuation of Ptas80bn.

BBV has pushed ahead with an ambitious investment programme in Latin America that commenced last year with the acquisition of bank networks in Peru and in Mexico. The Spanish bank has recently bought a controlling 40 per cent stake in Banco Ganadero, the main bank in Colombia, and has increased its presence in Mexico with the purchase of two smaller bank networks.



Emilio Ybarra: confident of similar growth in the second half

ING takes control of Polish bank

By Gordon Grant in Amsterdam

ING of the Netherlands yesterday secured majority control of Poland's Bank Slaski with a Ft355m (\$212m) investment which took its stake to 54.1 per cent. The purchase, from the Polish finance ministry, comes four years after the Dutch banking and insurance group gained its initial 25.9 per cent holding in the Katowice-based institution.

NEWS DIGEST

Deutsche Bank eyes Chase Japan arm

Deutsche Bank is negotiating to buy a Japanese asset management and commercial banking subsidiary of Chase Manhattan, the US bank, in a move aimed at increasing its international presence and earnings power. Germany's largest bank said it was holding talks with the US bank to buy Chase Manhattan Trust and Banking Company (Japan), but gave no details.

SAP set to raise \$560m from issue

By Connor Middelmann

SAP, the German business software group, is planning to sell up to 4m preference shares to international institutional investors in a global offering. The transaction, which at the current share price would raise about \$560m, is set to become the largest German equity offering this year to date, and the first secondary market offering for a component of Germany's Dax-30 share index.

Bill 'will limit income', says Mediaset

By Andrew Hill in Milan

Mediaset, the newly quoted Italian television and publicity group, yesterday launched a fresh attack on draft legislation on media ownership, which it now claims could cut the company's annual turnover by up to Lt1,000bn (\$656m).

Mediaset controls Italy's three largest commercial television channels and the country's biggest television publication group, Publitalia, and has annual turnover of some Lt2,000bn. It was founded by Mr Silvio Berlusconi, the former prime minister who is now leader of the right-wing opposition. Mr Berlusconi's family holding company, Fininvest, still holds 52 per cent of the group, following this month's successful stock market flotation.

Mediaset's state-owned rival, Rai, would have to change one of its three channels into a satellite or cable channel by the end of August 1997, and reduce the proportion of commercial breaks for a trial period. Under linked legislation, Rai, Mediaset's state-owned rival, would have to change one of its three channels into a regional network.

Mr Antonio Maccanico, the Italian post and telecoms minister, said yesterday he was not worried by criticism of the bill. Mr Maccanico has already said he is prepared to impose the new law by decree if it gets held up in parliament.

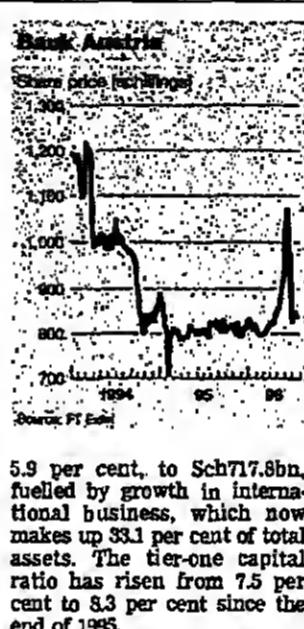
Bank Austria ahead 19.5%

By William Hill in Zurich

Bank Austria, the country's biggest, increased its first-half pre-tax profits 19.5 per cent to Sch2.4bn (\$229.4m). The strong performance reflected a sharp rise in trading income resulting from the group's activities in the buoyant financial markets.

Bank Austria's chief executive, was reported to have said yesterday that margins on domestic lending had fallen from 1.9 per cent to 1.76 per cent over the last year and, although the decline had been halted, he felt that anything under 2 per cent was unsatisfactory. Nevertheless, Mr Randa indicated he was optimistic that the group's full-year result would be higher than last year's Sch2.58bn. The combination of an inflation rate of less than 2 per cent and positive business expectations made him confident loan demand

would strengthen in the second half of the year. The real profit impetus in the first half came from trading activities where the contribution rose by 64.5 per cent to Sch523m. Bank Austria has also kept tight control on costs with operating expenses rising 3.2 per cent to Sch4.6bn. Bank Austria's international operations showed strong growth with operating income of New York, London and Hong Kong increasing 44 per cent to Sch243m. The central and eastern European operations increased their profits by 18 per cent to Sch142m, led by a 63 per cent jump in the contribution from the Prague operation. Bank Austria's assets rose



5.9 per cent, to Sch717.8bn, fuelled by growth in international business, which now makes up 33.1 per cent of total assets. The tier-one capital ratio has risen from 7.5 per cent to 8.3 per cent since the end of 1995.

Banks to take stakes in 'electronic purse' venture

By Motoko Rich

Seventeen banks from around the world will subscribe for shares in a new private company being set up to incorporate the assets of Mondex, the "electronic purse" initiative backed by National Westminster Bank and Midland Bank of the UK.

A substantial proportion of funds raised will be retained by NatWest as reimbursement for the development costs, while the balance will be injected as working capital into the embryonic company. Mondex is a computer chip-based card used for small transactions that do not need to be authorised by the user's bank. The card can be used as a cash replacement to transfer value from one individual to another, and for high street

purchases. The 17 banks - from Australia, Canada, Hong Kong, New Zealand, the UK and the US - have already signed up for franchise rights in Mondex and will own shares in Mondex International. NatWest has earmarked a 23.5 per cent stake in the new company for sale to future franchise holders. The new company will own the brand and has signed an agreement with NatWest for the global exclusive licence to the intellectual property asso-

ciated with Mondex. Mr Richard Goeltz, chief financial officer of NatWest Group, said: "This is tangible evidence of the superiority of Mondex." The international market for electronic purses is being fiercely contested by the leading payment card operators - Visa, MasterCard and Europay. Many of the banks that are buying shares in Mondex International are also conducting trials of rival purses. One drawback of Mondex is that it does not conform to

international standards for chip cards set by Europay, MasterCard and Visa. However, Mondex says it has demonstrated that manufacturers of retail devices will create interoperable terminals which in effect set standards. After the new company's incorporation, Mr Tim Jones, chief executive of Mondex, will step down. The board of the new company, which includes representatives from the shareholder banks, will appoint his replacement shortly.

Linotype-Hell losses deepen

Linotype-Hell, the German printing equipment manufacturer, recorded a net loss of DM31.7m (\$31.3m) in the six months ended June 30, compared with a deficit of DM13.9m a year earlier. The company said the loss was in line with expectations. However, it added it had registered a "slight" improvement in business towards the end of the period. In June, new orders were 4.9 per cent behind year-earlier levels. The company had expected new orders in the month to be 7 per cent below a year earlier. First half sales fell from DM445.9m to DM404.7m. New orders fell to DM423.2m, against DM444.9m, while the order backlog at the end of June totalled DM163.3m, up from DM146.5m a year earlier.

Holderbank in Brazilian move

Holderbank, of Switzerland, the world's biggest cement producer, has doubled its share of the fast-growing market for cement in southern Brazil with the \$200m acquisition of the Companhia de Cimento Portland Paraiso. It plans to merge its Brazilian operation with Paraiso to create the second-biggest cement producer in Southern Brazil. Paraiso is a family-owned company operating three cement plants with a total capacity of 2.2m tonnes a year. Its main markets are in São Paulo, Rio de Janeiro, Minas Gerais and Espírito Santo, and last year it delivered 1.5m tonnes. Holderbank's Brazilian subsidiary, Ciminas, has production capacity of 3m tonnes and delivered 1.8m tonnes last year. Based on last year's deliveries, the combined group will have a 16.4 per cent share of the market in south and south-east Brazil, which accounts for about three-quarters of Brazil's 30.5m tonnes a year cement consumption. Holderbank, which will own 86 per cent of the enlarged group, says the acquisition should provide scope for cost savings in distribution and enhance its product range. The combined group will have a production capacity of 5.2m tonnes and provide a much stronger challenger to Votorantim, the market leader in southern Brazil. Holderbank's Ciminas has annual sales of \$22m a year and employs 1,114 staff, while Paraiso has sales of \$17m and employs 1,613.

France Télécom 'worth FF147bn'

France Télécom, the state-controlled telecoms operator in which a first batch of shares is expected to be sold by April 1997, is valued at FF147bn (\$29.2bn) in a new report published by BZW, the UK investment bank. BZW says its valuation was based on projected group earnings growth of 10.7 per cent a year over the next five years. The bank said the company scored well on "simple efficiency measures", such as lines per employee. It did not have "a substantial labour efficiency deficit" to make up ahead of facing full competition in its home market in France in 1998. BZW said if the whole group were floated it would be "comfortably the largest quoted group in France, in terms of both net profits and market capitalisation". The French government has promised to retain a 51 per cent stake, however.

Advertisement for THE HIGHLAND DISTILLERIES COMPANY PLC, including details of convertible subordinated bonds due 2006 and contact information for Baring Brothers International Limited.

Advertisement for European Investment Bank, offering Italian Lira 500 Billion Floating Rate Notes due July 1997.

Advertisement for CARIPLO, offering Floating Rate Depository Receipts due 1999, with details on interest rates and terms.

Advertisement for State Bank of New South Wales Limited, offering Medium Term Notes due July 17, 1997, with details on interest rates and terms.

Advertisement for Bank of Greece, offering Floating Rate Notes due 1997, with details on interest rates and terms.

Advertisement for Postipankki Ltd, offering Subordinated Floating Rate Notes due 2000, with details on interest rates and terms.

Advertisement for Lonrho Finance Public Limited Company, offering Floating Rate Notes due 1997, with details on interest rates and terms.

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Reliance plans global petrochemicals growth

By Mark Nicholson in New Delhi

Reliance Industries, India's largest private-sector company, is set to become a "global force" in petrochemicals...

Bombay charges laid last week against the group, himself and directors, including his sons Mr Mukesh Ambani and Mr Anil Ambani...

350,000 tonnes a year, a 120,000-tonne MEG (monoethylene glycol) plant; a 60,000-tonne PFY (polyester filament yarn) plant...

He told yesterday's annual shareholders meeting that he expected expansion projects to more than double sales to Rs200bn (\$5.59bn) by the end of the century...

Mr Ambani said the 20-year-old company expected completion of the group's new petrochemicals complex under construction at Hazira, in Gujarat state...

Mr Ambani made no mention at yesterday's meeting in

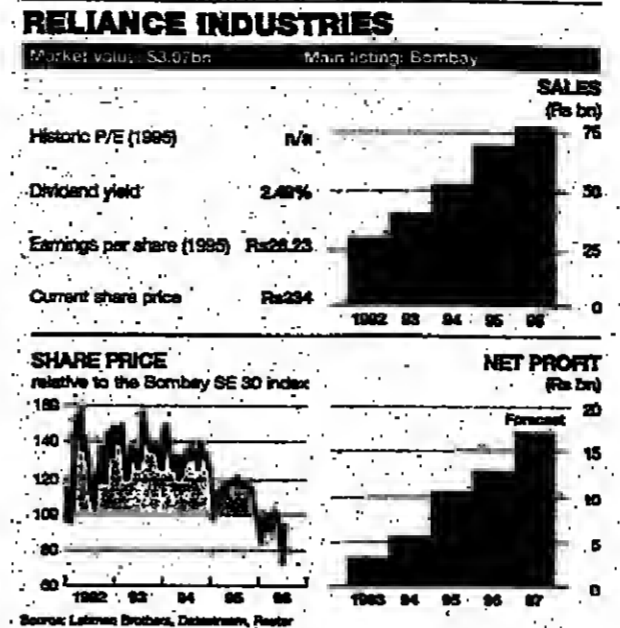
Among the group's chief expansion projects, Mr Ambani listed an integrated polyester complex comprising a PTA (purified terephthalic acid) plant with planned capacity of

The complex includes the world's biggest single-stream multi-feed ethylene cracker with output of 750,000 tonnes a year...

A further 350,000-tonne PTA plant was to be added to the Hazira complex, to be completed by April next year.

The group last year diversified into telecoms, winning licences to provide cellular and basic telephone services in eight Indian regions.

Reliance Industries



India's most integrated petrochemicals and textiles group, is also planning upstream oil exploration and downstream oil...

Market rally aids Nomura in first quarter

By Emilio Terzzone in Tokyo

Release of first-quarter financial results yesterday by Nomura Securities and Daiwa Securities, two of Japan's leading securities houses, reflected efforts by the industry to increase their disclosure to investors...

Daiwa reported its quarterly earnings for the first time, joining Nomura, which started announcing quarterly figures last year.

For the three months to June, Nomura's unconsolidated recurring profits - before extraordinary items and tax - were 15.4 per cent of a year earlier...

Anglo American gold unit ahead 43% in quarter

By Mark Ashurst in Johannesburg

Anglo American's gold and uranium division has reported a 43 per cent rise in net profit for the quarter ended June 30. The result rose from R225.4m in the previous three months to R323m (\$73.6m) as the higher gold price - in rand terms - consolidated gains at the division's deep-level mines.

Mr Bobby Godsell, chairman and chief executive, said the results confirmed the recovery at Freegold, the world's biggest gold mine where working costs per kg fell 7 per cent in the period.

But analysts were disappointed by a 3 per cent fall in the group's overall gold output to 52,631kg, and sceptical about improvements in productivity.

suspended, would resume. Mr Kelvin Williams, marketing director, warned that the world gold market would "experience problems on the speculative side" as "the precious metals complex" felt the impact of the copper crisis on the commodity market.

But Anglo had gained "well over 80 per cent" of the improvement in the rand gold price during the quarter, despite an extensive hedging programme at Freegold.

This compares favourably with Beatrix, South Africa's gold industry's largest mine-owned by rival Gencor - where hedging cost Gemgold an average \$14 against the spot price for the period.

Ergo was the only one of the division's mines to report a quarterly decline, as an 8 per cent rise in working costs and lower average yields offset the higher gold price.

Indian chemicals company shelves \$50m GDR issue

By Mark Nicholson

Gujarat Alkalies, the Indian chemicals group, has postponed a \$50m Global Depositary Receipt issue, with both the company and HSBC Investment Bank, the issue's lead manager, citing "current turbulent conditions" in world equity markets for the move.

The issue is the second by an Indian company to be postponed this month. SAW Pipes, the oil engineering group, decided to defer its own \$50m issue after a sharp fall in its Indian share price, as Bombay markets marked down oil-related stocks following a 15-25 per cent rise in administered fuel prices.

The issue by Gujarat Alka-

lies, India's biggest producer of caustic soda, had, like that planned by SAW Pipes, been on the road since June.

Bankers close to both suggest that neither had received the demand the promoters had expected, adding that while market uncertainty - particularly relating to the Indian market before next week's budget - had contributed to the postponements, foreign investors were also proving increasingly selective and quality-conscious in their appetite for Indian paper.

Two earlier GDR and convertible bond issues respectively from Crompton Greaves, the engineering group, and Mahindra & Mahindra, the auto group, were oversub-

scribed, by nine and five times respectively. But Bombay bankers said the two deferrals suggested that by no means all the 26 Indian companies that have recently announced plans for euro-issues would find backers.

Two further large issues are scheduled to hit the road this month: a \$200m GDR issue from ICICI, the state investment institution, led managed by Jardine Fleming; and a \$200m GDR offer from Telco, the truck and carmaker, and part of the Tata group, led by CIBC and Merrill Lynch.

In addition, State Bank of India is soon expected to begin roadshows for a \$400m GDR issue, to be led by Lehman Brothers and Merrill Lynch.

Telecom NZ denies interest in Telstra

Mr Roderick Deane, Telecom New Zealand chief executive, yesterday ruled out the possibility of the company buying into Australia's state-owned Telstra, Reuter reports from Wellington.

The new Liberal/National government in Australia has said it wants to sell one-third of Telstra within the next three years - for about A\$48bn (US\$36bn), but its plans are currently held up in the Senate.

"We'd only be interested in Telstra if one could get a management interest, management control," Mr Deane said after Telecom's annual general meeting.

"They're only selling a third and they've indicated that any individual shareholder's interest will be limited to 5 per cent."

He said that Telecom would only be able to gain a worthwhile interest in Telstra in partnership with other parties.

"It would be a huge undertaking for us and we would only be able to do that in association with other major partners, and neither ourselves nor other major potential partners have any interest in [Telstra] given that you'd end up with a tiny minority interest," he said.

Mr Deane said there was no point in Telecom gaining anything other than a position of influence in Telstra.

Two US companies, Ameritech and Bell Atlantic, each hold 25 per cent stakes in Telecom New Zealand.

Egyptian bank in \$120m issue

An issue of 8,749m Global Depositary Receipts which could be increased to 10m - for the Commercial International Bank of Egypt was priced yesterday at \$11 1/2 by ING Barings, global co-ordinator and bookrunner of the offering, writes Samer Iskandar in London.

The transaction could raise up to \$120m for National Bank of Egypt, CIB's majority shareholder.

The securities, which start trading on Seaq International today, will be listed on the London Stock Exchange at the end of the month - a first for an Egyptian company.

ING Barings reported strong demand from US institutions, which made up 40 per cent of bids. UK institutions also contributed 40 per cent, while continental European and Middle Eastern investors made up 10 per cent each, respectively.

Notice to the Holders of the outstanding Italian Lire 100,000,000,000 Floating Rate Notes due 2001. Includes availability of documents, voting and quorum, and fiscal agent information.

Notice to the Holders of the outstanding Italian Lire 120,000,000,000 Floating Rate Notes due 2002. Includes availability of documents, voting and quorum, and fiscal agent information.

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COMPANIES AND FINANCE: UK

Siebe to seek pay approval

By William Lewis
Siebe, one of the UK's largest engineering groups, has become the first company to ask its shareholders to approve the pay of its executive directors, following best practice corporate governance guidelines.

The Greenbury report, published a year ago, stated that companies' remuneration committees should "consider each year whether the circumstances are such that shareholders should be invited to approve the policy set out in

their report". Companies have limited shareholders' voting to the introduction of long-term bonus schemes, as they are obliged to do under stock exchange rules. The Greenbury committee had expected privatised utilities, in particular, to put their remuneration packages to the vote, but none has done so.

"We are doing it because we like to be ahead, we like to adapt to all new standards as soon as possible," Siebe said yesterday. It refused to comment on whether it thought shareholders would approve the pay report.

US arm floors Telemetrix

By Christopher Price
Losses from a US subsidiary virtually wiped out profits at Telemetrix in the six months to June 30, with the specialised electronic components supplier warning it would make an operating loss for the full year.

TBI to acquire Belfast airport

By Roland Adburgham, Wales and West Correspondent
A second UK regional airport is to be bought by TBI, the property group. It is making a £100m (£85m) agreed purchase of Belfast International, which was privatised two years ago in a management and employee buy-out.

Utd Utils to explain scheme

By Jane Martinson and William Lewis
Mr Brian Staples, chief executive of United Utilities, will personally explain the details of his own proposed pay scheme in meetings with the group's large institutional investors over the coming week.

BT holds 'urgent' talks on regulation

By Alan Cane in Newcastle
British Telecommunications is holding urgent talks with the government on the future regulation of the UK telecoms industry, in an attempt to avoid a damaging confrontation next week with the industry regulator.

BT holds 'urgent' talks on regulation

proposals are little different from Ofel's earlier consultative document. BT will consider them at its main board meeting on Tuesday.

BT holds 'urgent' talks on regulation

Mr Cruickshank is proposing that BT limit price increases for residential and small business users to the rate of inflation minus 4.5 percentage points. But he is linking this to a change in BT's licence which would give him wide-ranging powers to identify and counter anti-competitive practices.

Emap wins its battle on wider board powers

By Christopher Price
Emap, the publishing, exhibitions and radio group, yesterday won its battle to implement controversial proposals giving the board wider powers to sack individual directors and to reduce the minimum number of non-executive directors.

minimum of six directors, three of whom would be non-executive.

Under the new rules, the figure could have been three, only one of whom had to be a non-executive.

Prof Simmonds said he would be asking at the next board meeting for details about the contents of a private letter sent by the chairman to some institutional shareholders who were originally unhappy about the new rules. Emap insisted the letter was simply a restatement of the majority board view.

During a heated debate, Sir John was repeatedly called on by shareholders to justify the plan. He said the new rules brought the company in line with many other blue chip groups.

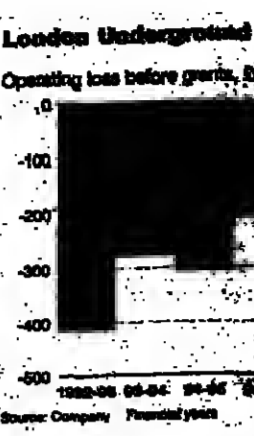
It would also give the board "maximum flexibility should a very grave situation arise" and should action against a certain director need to be taken.

RESULTS

Company	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current dividend (p)	Date of payment	Dividends Corresponding (p)	Total for year	Total last year
Adm	67.3	(92.8)	3.92	(0.033)	20.2	(0.2)	4	5.5
Bolton	1.233	(1.57)	1.47	(1.07)	3.8	(1.5)	-	4.5
Chief	8.34	(4.81)	0.379	(0.07)	2.8	(0.2)	0.6	0.6
Greenwich Resources	6 mths to Mar 31	-	2.19	(0.131)	1.71	(0.1)	-	1.8
H-Tec Sports	Yr to Apr 26	92.8	(132.1)	2.03	(12.5)	2.5	1.6	1.8
Holders Technology	6 mths to May 31	3.24	(2.52)	0.268	(0.232)	3.71	21	9
James Simons	Yr to Mar 31	51.2	(72.5)	5.59	(0.32)	25.42	6.5	10.5
ML Laboratories S	6 mths to Mar 31	2.84	(0.517)	0.083	(1.4)	0.06	1.8	10
Motor World	6 mths to Apr 28	30.9	(24.5)	2.15	(1.9)	0.1	3	8.2
Neil Clark	Yr to Mar 31	4.16	(3.67)	1.04	(0.608)	26.44	4	4
Occident	Yr to Mar 31	15.4	(12.7)	4.11	(5.52)	13	2	4
South Gate (A)	Yr to Apr 30	28.1	(24.5)	5.8	(6.5)	3.6	1.9	3
Stacy Mid S	6 mths to Apr 30	0.951	(0.738)	0.225	(0.304)	0.72	-	0.1
Starling Prolife S	Yr to Mar 31	38.8m	(67.8)	3.48	(0.58)	6.8	0.2	0.75
Starline Solutions	6 mths to May 31	6.11	(2.5)	0.730	(0.057)	0.81	0.2	0.8
TBI	Yr to Mar 31	35.4	(17.8)	10.1	(4.13)	3.57	1	1.45
Telewest	6 mths to June 30	68.1	(75.5)	0.171	(4.87)	1	5.8	7
Tiffet	Yr to Mar 31	48	(40.5)	5.67	(4.23)	23.42	4.65	8.7

LEX COMMENT London Underground

What is the answer to the current rash of strikes on London Underground? Privatisation. So long as the tube network is a single state-owned monopoly, it will be vulnerable to industrial action. Railwaysmen know they can virtually bring the entire capital to a halt. But if London Underground's eleven lines were franchised as separate entities, the unions would no longer have the same stranglehold. True, a strike on, say, the Victoria Line would still cause immense inconvenience. But it would not clog up the whole of London. If only one line were affected, it would also be easier to put in place alternative arrangements - whether by hiring new employees or running buses.



Privatising the tube would not merely reduce strikes. On the evidence of London's buses - which have been progressively franchised over the past decade - it would also boost service standards and efficiency. Money saved through improved productivity could then be used to beef up investment, of which the current system has been starved. Subsidies from taxpayers would still be needed, given the Underground's £312m operating losses before grants. But competitive bidding between prospective franchisees should keep the subsidy down. Bus groups, like Stagecoach, would be obvious candidates. Meanwhile, some of the bigger stations - which are effectively mini shopping centres - could be privatised separately. They could be sold to the likes of BAA or even floated on the market. Fancy buying shares in Oxford Circus?

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INTERNATIONAL CAPITAL MARKETS

Treasuries ahead as fears of rate rise ease

By Lisa Branstetter in New York and Samer Iskandar in London

The yield on the benchmark 30-year Treasury bond moved below 7 per cent in early trading yesterday as the market interpreted remarks from Mr Alan Greenspan, the chairman of the Federal Reserve, as a signal that the central bank might not raise interest rates next month.

that an interest rate increase in August was inevitable. Mr Greenspan did much to ease those worries yesterday when he said there were a number of reasons to expect demand to moderate on its own. Among the reasons he gave was the restrictive effect of the rise in long-term interest rates and the appreciation of the dollar.

Long-term interest rates have risen by nearly 100 basis points since the start of the year, amid a stream of data showing increasing economic activity.

Mr John Spinello, a government securities strategist at Merrill Lynch, said Mr Greenspan's remarks suggested he wanted to be careful not to be too quick to tighten monetary policy.

"I don't think we're writing [an interest rate increase] off," he said. "We're just making it a little less certain." Bonds paid little attention to a slump in the value of the dollar, which came on the heels of a wider than expected

GOVERNMENT BONDS

figure on the trade balance in May and speculation that the Fed was less likely to raise rates next month.

Italian BTPs were boosted by bullish inflationary expectations. Life's September BTP future rose 1.14 to 116.38 in the cash market, the yield spread over 10-year bunds narrowed by 9 basis points to 313 points.

Market participants were reassured that producer prices had risen by 1.3 per cent year-on-year in May, compared with 2.6 per cent in April. The national statistics office also said that recent cuts in electricity tariffs would be taken into account in the consumer price index for July, a measure that is expected to reduce the rate of growth of consumer prices by up to 0.2 percentage points.

This could lead headlines inflation down to 3.7-3.8 per cent in July, economists at Bear Stearns in London said. Some analysts believe this fall in the rate of inflation could justify a cut in interest rates by the central bank.

However, "this is very unlikely" as long as the lira remains weak on the foreign exchange market, a BTP trader said. The Italian currency has been affected by the dollar's recent weakness. Yesterday it traded in a range of L1,018-1,024 against the D-Mark, and some analysts are predicting further weakness to around L1,050.

UK gilts also had a positive session. Life's September long gilt future settled at 106.19, up 1/4. The market followed German bunds higher, and the 10-year yield spread between the two markets remained stable at 187 basis points.

The release of money supply data had no effect on gilts. The year-on-year rates of growth of the M0 and M4 monetary aggregates were unchanged in June at 7.3 and 10.0 per cent respectively.

Vietnam closed-end investment fund planned

By Jeremy Grant in Ho Chi Minh City

Asia-Pacific International Inc (API), a group of US investors based in San Francisco, plans to set up a \$250m investment fund focused on Vietnam and has drafted in a business arm of the Vietnamese co-investor. Dragon Holdings, a closed-end fund, aims to attract US pension funds and to invest in capital-intensive sectors such as building materials, construction, property, consumer goods and distribution.

API has reached agreements with several operators to manage the projects, with the backing of Dragon Holdings' funds. The companies, which could become co-investors later, include Melbourne-based China Construction Holdings, 40 per cent owned by the Chinese ministry of construction, and Tung Tai Finance and trading house Jensen, both of Hong Kong.

"We'd like to bring out an operator that would like to know more about the market. There are thousands of US companies that would love to take a stab at Vietnam but don't have the heart," said Mr Frank Chinn, API project co-ordinator. "They are likely to be relatively high risk investors," he added.

Other operators and potential co-investors are Vietnam's central bank and Truong An, a unit of the Vietnamese Communist party's powerful central committee, which is understood to have been set up a year ago, reflecting the party's increasing stake in the country's fast-growing economy. Mr Chinn said API planned to issue 2,500 shares at \$100,000 each through a private placement, partly to avoid stock exchange regulations.

BIS to report on OTC derivatives

By Peter John

The world's leading central banks will today reveal a blueprint for greater openness within the \$40,000m market in over-the-counter derivatives.

The G10 working group set up by the 10 largest central banks has established a reporting framework to help allay uncertainty within the highly opaque OTC market.

The report stems from an initiative taken four years ago but given greater urgency by some spectacular derivatives losses from companies such as Procter & Gamble and Metallgesellschaft.

Published by the Bank for International Settlements, its core recommendation is for a six-monthly submission by the 80 leading global financial groups which represent 90 per cent of the market.

The submission will contain the total number of OTC contracts broken down into foreign exchange swaps, currency swaps, purchased options and written options.

That information will be collected by the central banks and analysed by the BIS.

The department of international financial statistics at the BIS said the production of regular reports could give vital clues to the formulation of monetary policy.

"We hope they will show how market participants react in certain times of stress," the BIS said. "For example, how they cover themselves against risk, whether they use derivatives more or less, and whether they act as intermediaries or for themselves."

The proposals fine-tune earlier findings by the BIS, which covered 2,400 financial institutions in 26 countries and gave the first estimate of the OTC market's size.

The BIS, assisted by the International Swaps and Derivatives Association, will now consult potential participants until September.

ISDA chairman Ma Guy Evans said: "We recognise that BIS has a need but we are very keen to avoid duplication of data. There are a lot of burdens being put on dealers and back offices at the moment."

If agreed by the market, the proposals will come in force at the end of next year.

Hyder deal in demand despite divergent ratings

By Conner Middelmann

Although market sentiment picked up yesterday, primary activity in the eurobond sector remained limited, with only a handful of transactions hitting the screens.

In the sterling sector, Hyder, the holding company for the group that owns Welsh Water and Swalec, issued £125m of 20-year bonds.

INTERNATIONAL BONDS

The bonds have unusually divergent credit ratings, with a B+ rating from Moody's and an A- rating from Standard & Poor's - three notches higher.

Nonetheless, lead manager NatWest Markets reported healthy appetite from UK institutions and said the yield spread narrowed by 1 basis point from the launch level of 110 basis points over gilts.

Elsewhere, the Shipping Credit and Investment Corporation of India launched a \$150m offering of five-year

bonds. The issuer is 50 per cent owned by the Indian government and the deal includes a put option that gives investors the right to redeem their bonds at par if government ownership falls below 35 per cent.

The bonds, which were priced at a spread of 125 basis points over US Treasuries, were pre-marketed and fully placed by the time of launch, said an official at Morgan Stanley, joint lead with SBC Warburg. Investors included US and European high-yield specialists, retail investors and asset-swappers, he said.

Meanwhile, representatives of the Republic of Argentina were in London to promote its forthcoming debut in the sterling market, a £100m five-year eurobond issue expected to be launched on Monday and priced to yield around 380 basis points over gilts.

After raising some \$5bn on the international markets - predominantly in US dollars and D-Marks - in the first half of 1996, "our strategy is to diversify and tap as many investment bases as possible,"

New international bond issues

Table with columns: Issuer, Amount, Coupon, Price, Maturity, Yield, Spread, Book-runner. Includes entries for Korea Exchange Bank, Depo International Finance, JPMc, etc.

First terms, non-callable unless stated. Yield spread (over relevant government bond) at launch supplied by lead manager. Underlined: 3-monthly yield note. \$: fixed rate-offer price shown at offer level. \$: 5-month Libor. \$275m: 20-year. \$275m: 20-year. \$275m: 20-year.

said Mr Joaquim Cottani, Argentina's under-secretary of finance. He said that if Argentina's budget deficit remained on target, it was likely to issue another \$2bn of bonds this year. Elsewhere, Standard & Poor's placed Turkey's foreign-currency ratings - B+ for long-term and B for short-term debt - on CreditWatch with negative implications, causing the yield spreads on the country's two outstanding dollar eurobonds to widen significantly in volatile trading.

WORLD BOND PRICES

Table with columns: Country, Coupon, Red Date, Price, Days' change, Yield, Week ago, Month ago. Includes Australia, Austria, Belgium, Canada, Denmark, France, Germany, India, Japan, Netherlands, Portugal, Spain, Sweden, UK Treasury, etc.

BOND FUTURES OPTIONS (IFFE) DM250,000 points of 100%

Table with columns: Strike, Price, Aug, Sep, Oct, Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Dec. Includes Italy, Spain, UK, etc.

FT-ACTUARIES FIXED INTEREST INDICES

Table with columns: UK Gilts, Price Index, Jul 18, Jul 17, Jul 16, Jul 15, Jul 14, Jul 13, Jul 12, Jul 11, Jul 10, Jul 9, Jul 8, Jul 7, Jul 6, Jul 5, Jul 4, Jul 3, Jul 2, Jul 1, Jul 0. Includes 1 Up to 5 years (22), 2 5-15 years (20), etc.

FT-EDGED ACTIVITY INDICES

Table with columns: Index, Jul 17, Jul 16, Jul 15, Jul 14, Jul 13, Jul 12, Jul 11, Jul 10, Jul 9, Jul 8, Jul 7, Jul 6, Jul 5, Jul 4, Jul 3, Jul 2, Jul 1, Jul 0. Includes 10Y, 20Y, 30Y, etc.

US INTEREST RATES

Table with columns: Rate, One month, Three month, Six month, One year, Two year, Three year, Five year, Ten year, Thirty year. Includes Prime rate, Fed funds at discretion, etc.

UK GILTS PRICES

Table with columns: Issue, Bid, Offer, Bid-Ask, Yield, Duration, Convexity, etc. Includes Treasury 150, Treasury 100, etc.

FT/FISMA INTERNATIONAL BOND SERVICE

Table with columns: Issued, Bid, Offer, Bid-Ask, Yield, Duration, Convexity, etc. Includes US DOLLAR STRAIGHTS, etc.

CONVERTIBLE BONDS

Table with columns: Issued, Bid, Offer, Bid-Ask, Yield, Duration, Convexity, etc. Includes Allied-Lyons 04 02, etc.

BOND FUTURES AND OPTIONS

Table with columns: France, National French Bond Futures (MATIF) FR600,000, Sep, Oct, Nov, Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Dec. Includes Sep 122.60, Oct 121.54, etc.

OTHER FIXED INTEREST

Table with columns: Issue, Bid, Offer, Bid-Ask, Yield, Duration, Convexity, etc. Includes Prospective real redemption rate, etc.

DEUTSCHE MARK STRAIGHTS

Table with columns: Issue, Bid, Offer, Bid-Ask, Yield, Duration, Convexity, etc. Includes Baden-Wuerttemberg 8 00, etc.

FLIGHTY RATE NOTES

Table with columns: Issue, Bid, Offer, Bid-Ask, Yield, Duration, Convexity, etc. Includes Allied-Lyons 04 02, etc.

GERMANY NATIONAL GERMAN BOND FUTURES (IFFE) DM250,000 points of 100%

Table with columns: Sep, Oct, Nov, Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Dec. Includes Sep 95.36, Oct 95.80, etc.

JAPAN NATIONAL LONG TERM JAPANESE GOVT. BOND FUTURES (IFFE) ¥100m 100% of 100%

Table with columns: Sep, Oct, Nov, Dec, Jan, Feb, Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Dec. Includes Sep 116.05, Oct 116.18, etc.

OTHER FIXED INTEREST

Table with columns: Issue, Bid, Offer, Bid-Ask, Yield, Duration, Convexity, etc. Includes Prospective real redemption rate, etc.

FLIGHTY RATE NOTES

Table with columns: Issue, Bid, Offer, Bid-Ask, Yield, Duration, Convexity, etc. Includes Allied-Lyons 04 02, etc.

PLANS TO REFINANCE

Table with columns: Issue, Bid, Offer, Bid-Ask, Yield, Duration, Convexity, etc. Includes Treasury 2000, Treasury 2001, etc.

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JALISCO

CURRENCIES AND MONEY

MARKETS REPORT

Greenspan brings little boost to dollar

By Gillian Tett

The dollar remained the centre of attention in the foreign exchange markets yesterday, as traders watched for the key half yearly testimonial from Mr Alan Greenspan, US Federal Reserve board chairman.

Some economists had hoped his comments would support the dollar. But in practice the US currency reacted nervously to Mr Greenspan's speech.

And though the dollar closed the day in European markets it was down on the previous night's levels, traders warned that the markets remained jittery and could drive the dollar further down in the days ahead.

Mr Greenspan's testimony to the senate banking testimony occurred shortly before the European markets closed. Consequently, the trading in Europe was generally quiet as dealers waited for Mr Greenspan's speech.

about the direction of US interest rate policy. Mr Greenspan indicated that he intended to take pre-emptive action to guard against the risk of inflation.

"I am confident that the Federal Open Market Committee would move to tighten reserve market conditions should the weight of incoming evidence persuasively suggest an oncoming intensification of inflation pressures that would jeopardize the durability of the economic expansion," he said.

Some dealers interpreted this as a sign that interest rates would rise soon.

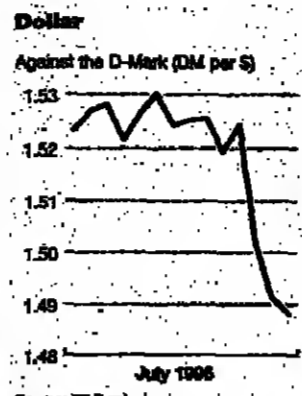
However, others argued that the language was not strong enough to herald an immediate rise. Mr Kit Jockes, currency strategist at NatWest markets said: "What Greenspan has said has left the markets feeling uncertain - it is nervous that monetary policy may not be tightened in time."

the dollar could trend lower soon. He points out that hopes of an imminent rise in US interest rates have recently been undermined by the fall in US equity markets.

And Greenspan's comments gave little hint that rates were about to rise either, he argued. "Greenspan's testimony will bring little cheer to the dollar," he concluded.

However, aside from the path of US interest rate policy, the other factor that is affecting the relationship between the US dollar and D-Mark is new uncertainty about German interest rates.

A small rise in one of the Dutch central bank rates earlier this week had left the markets speculating that the next move in German rates might be up. But these assumptions were challenged yesterday after the German life business conference index recorded 90.4 in



Source: FT Spot

currency moving in a fairly small range. Although it initially rose slightly immediately after the Greenspan comments, it later fell back.

Mr Jockes interprets this as a sign that the dollar is "trying to stabilise". However, Mr Avinash Persaud, head of currency research at JP Morgan, thinks

June - down from the level of 92.3 seen in May. This trend provoked new hopes that the Bundesbank might be tempted to cut rates again, to stave off the risk of a broader economic slowdown.

As Mr Persaud said: "The survey has revived hopes that the next move in German repo rates will be down."

These thoughts not only pushed the dollar slightly higher against the D-Mark, but also boosted sterling. The British currency closed at DM2.2053 in London trading, up from the previous day's level of DM2.3018.

Against the dollar it closed at \$1.5465, compared with the previous day's level of \$1.5465.

POUND SPOT FORWARD AGAINST THE POUND

Table showing Pound Spot Forward Against the Pound rates for various currencies including Europe, Asia, and Africa. Columns include currency, closing mid-point, change on day, bid/offer spread, and forward rates for 1, 3, 6, and 12 months.

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Table showing Dollar Spot Forward Against the Dollar rates for various currencies including Europe, Asia, and Africa. Columns include currency, closing mid-point, change on day, bid/offer spread, and forward rates for 1, 3, 6, and 12 months.

WORLD INTEREST RATES

Table of World Interest Rates showing rates for various currencies (Belgium, France, Germany, Italy, Netherlands, Switzerland, USA, Japan) across different maturities (Overnight, One month, Three months, Six months, One year, Long term).

EURO CURRENCY INTEREST RATES

Table of Euro Currency Interest Rates showing rates for various currencies (Belgium, France, Germany, Italy, Netherlands, Switzerland, USA, Japan) across different maturities.

THREE MONTH EURO FUTURES (LFFEY) DM100m points of 100%

Table of Three Month Euro Futures (LFFEY) DM100m points of 100% showing rates for various currencies and dates.

CROSS RATES AND DERIVATIVES

Table of Exchange Cross Rates showing rates for various currencies including Belgium, Denmark, France, Germany, Italy, Netherlands, Portugal, Spain, Sweden, Switzerland, UK, Canada, USA, Japan, and others.

UK INTEREST RATES

Table of UK Interest Rates showing rates for various maturities (Up to 1 month, 1-3 months, 3-6 months, 6-12 months, 1-2 years, 2-3 years, 3-5 years, 5+ years).

BASE LENDING RATES

Table of Base Lending Rates showing rates for various banks including Adam & Company, Allied Trust Bank, Bank of America, Bank of Canada, Bank of China, Bank of India, Bank of Japan, Bank of Korea, Bank of London, Bank of Mexico, Bank of New York, Bank of Paris, Bank of Rome, Bank of Scotland, Bank of Singapore, Bank of South Africa, Bank of Sweden, Bank of Switzerland, Bank of Taiwan, Bank of Thailand, Bank of Vietnam, Bank of West Indies, Bank of Yugoslavia, Bank of Zambia, Bank of Zimbabwe, and others.

THREE MONTH STERLING FUTURES (LFFSY) £100,000 points of 100%

Table of Three Month Sterling Futures (LFFSY) £100,000 points of 100% showing rates for various currencies and dates.

THREE MONTH EURO DOLLAR (EMD) \$1m points of 100%

Table of Three Month Euro Dollar (EMD) \$1m points of 100% showing rates for various currencies and dates.

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COMMODITIES AND AGRICULTURE

Former LME chairman defends clearing system

By Kenneth Gooding, Mining Correspondent

A spirited defence of the London Metal Exchange's unique way of operating...



Christopher Green says the system operated in "exemplary fashion"

are more or less immutable and can be stored for a long time. The system was introduced in May 1987...

of market stress, the unwitting financier of these investors."

Writing in his Copper Letter to clients, Mr Green says: "The changes have been beneficial to industry. Customers know that their own approved LME trading partner or broker cannot now be bankrupted by the default of any other clearing member(s) since all contracts between such members are promptly novated to the clearing house."

The security of the LME system has generated tremendous confidence and resulted in a substantial improvement in the exchange's turnover and liquidity.

"There is surely no reason whatsoever for the LME to change its system to one which is not geared to the interests of industry and which clearly panders instead to the interests of speculation. Moreover, a cash clearing system did not prevent the collapse of Barings [Bank] nor prevent Metallgesellschaft from getting perilously close to bankruptcy over oil dealings on NYMEX."

Soaring wood pulp demand forecast

By Deborah Hargreaves

World supply of wood pulp will have to increase by 85 per cent to 1.3bn cubic metres in the next 50 years to keep up with demand, according to a study by the International Institute for Environment and Development.

The study forecasts that production of wood from industrial plantations - rather than naturally-growing forests - will rise by 30 per cent from 1.8bn cubic metres in 1995 to 2.3bn cubic metres in 2045.

Much of this increase will occur in so-called "emerging regions" where countries such as Chile, Brazil, New Zealand, Indonesia, South Africa, Spain and Portugal are planting fast-growing exotic species. But industrial wood from the former Soviet Union will also rise in importance to make up 35 per cent of total output in 2045 from 22 per cent last year.

The report suggests that the continued rate of growth in demand for wood fibre in pulp will be met over the next 50 years, but that there will be considerable upward pressure on pulp prices. These are extremely volatile and halved earlier this year from a peak of \$1,000 a tonne last September.

The institute believes that price pressures will stimulate more intensive forest management, but also encourage producers to reduce the fibre content of final products. The report argues that additional environmental constraints on forestry could restrict the amount of pulp available to meet demand. The authors expect increased exports of pulp from eastern Europe and Russia to Europe and Asia with more of North America's output going to the domestic market. Towards a Sustainable Paper Cycle: Available from the Alpha Centre, Upton Road, Poole, BH17 7AG.

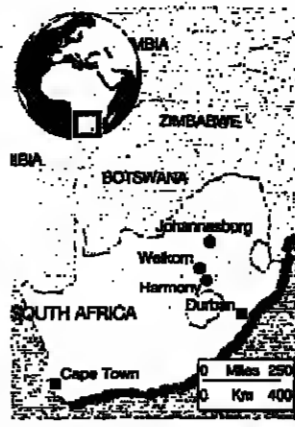
Randgold plans low cost refining experiment at its Harmony mine

By Kenneth Gooding, Mining Correspondent

Randgold, the South African group, is to use a new technique to refine gold produced at its Harmony mine. Not only should this cut costs dramatically but the group also hopes to receive government permission to market its own, branded gold directly to international customers. It also wants to establish a jewellery manufacturing business - using its own gold - in South Africa.

Mr Peter Flack, chairman, who says he learned his marketing techniques from Mr Anton Rupert, head of the Rembrandt group, which includes the Rothmans, Dunhill, Cartier brands in its portfolio, says he feels sure the "Harmony" and "Durban Deeps" brands could be used for the group to sell small gold bars internationally. A Korean distributor is already keen to take the bars and Harmony is being offered 1 per cent above the free market price for its gold from an Italian jewellery manufacturer.

Randgold is also keen to establish a jewellery manufacturing business in South



Harmony mine in South Africa

Harmony and Mintek, the South African government sponsored technology group, will build a pilot plant to refine the mine's gold to 99.99 per cent purity.

The plant will use a novel solvent-extraction method developed by Mintek for the chemical refining of gold. This technique was specifically designed for smaller-scale applications and is claimed to offer substantial cost advantages over traditional refining methods while still producing high-quality gold.

Mr Bernard Swanepoel, Harmony's managing director, suggests the method could cut the mine's smelting and refining costs from R260 to R30 a kilogram - representing a saving of nearly R5m a year. The cost of establishing a refinery and buying the Mintek technology would be about R5m.

"This saving will have a significant effect on Harmony's cost structure, which in turn will have very positive implications for the long-term future of the mine," he says. Mintek will operate the pilot plant, with a capacity of 5kg a day, for six weeks to prove the process and, if this is successful, it will build a commercial

scale refinery with a capacity of 2 tonnes of gold a month - roughly equivalent to the total output of Harmony and its associate Unisel. Construction and commissioning will take about a year.

As South Africa's entire production is at present processed by Rand Refinery, the Harmony plant would be only the second gold refinery to be established in South Africa.

Current South African exchange control regulations require all mines to sell their gold to the Reserve Bank, the country's central bank.

Harmony's gold production at present earns about US\$283m a year in foreign exchange. Mr Swanepoel says this could be increased substantially if the middlemen in the refining, fabricating and selling processes could be eliminated and a small premium added to the metal's selling price.

He points out that, in spite of being the world's biggest gold producer, South Africa has an underdeveloped gold jewellery industry. There are only 250 small manufacturers producing 4.2 tonnes of gold jewellery a year - only 0.2 per cent of world production.

Brazilian coffee frost fears return

A meteorologist at a leading UK brokerage yesterday stated his forecast that a frost was likely in the southern fringes of Brazil's coffee belt early next week, reports Reuters from New York.

Smith Barney meteorologist Mr Jon Davis said temperatures would drop to freezing levels in the southernmost growing regions next Monday or Tuesday, which would probably cause some damage to coffee trees.

Falconbridge less bullish on nickel demand outlook

By Robert Gibbens in Montreal

Falconbridge, the western world's second biggest nickel producer, has reduced its bullish estimates of future world metal demand.

Mr Joseph Laezza, vice-president marketing, told analysts here this week that nickel demand would be flat this year after 1995's 20 per cent increase and western consumption alone would gain 1 per cent in 1997. Most 1997 estimates have ranged up to 4 per cent.

Kazakhstan misses deadline for repaying Placer deposit despite 'constructive' talks

By Bernard Simon in Toronto

Kazakhstan has failed to meet a deadline for repayment of a US\$50m deposit put up last year by Placer Dome, the Canadian mining group, for an interest in the Vasilkovskoye gold deposit.

A Placer official said this week that Kazakhstan was technically in default but that the parties were "in continuous contact to discuss how this payment can be made". The outcome of the talks are widely seen as a test of the business climate in Kazakh-

acquire an 80 per cent stake in Vasilkovskoye

Placer withdrew from the Vasilkovskoye project last year, and the interest-free deposit was due to be repaid by July 4.

The Placer official described the talks, which are being conducted through lawyers in London and Paris, as "constructive". They are understood to centre on the timing of repayment. The Kazakhs were expected to repay Placer out of a payment due from a consortium of Canadian companies that earlier this month agreed on the principal terms to

acquire an 80 per cent stake in Vasilkovskoye

Mr Norman Keovil, chairman of Vancouver-based Teck Corporation, the leading member of the consortium, said the group offered to pay Placer Dome directly, but was turned down by Kazakhstan's lawyers.

Teck and its partners paid \$5m at the time of signing the interim licence, and are due to come up with another \$30m on completion of due diligence. The latter payment was initially scheduled for November, but has been brought forward to mid-August. The remaining \$50m of the

acquire an 80 per cent stake in Vasilkovskoye

acquisition price is due to be paid at the start of construction, scheduled for next spring. Vasilkovskoye has proven reserves of 6.5m ounces, making it one of the world's biggest undeveloped gold deposits. But exploration and development have been delayed by a series of aborted negotiations between the government and various mining groups.

Other members of the Teck group are Vancouver-based First Dynasty Mines and Bakrychik Gold, both of which are led by Mr Robert Friedland, the Singapore-based mining entrepreneur.

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

Table with columns for metal type (Copper, Zinc, Lead, Tin, Nickel, Silver, Platinum, Palladium), price change, high, low, and volume.

Precious Metals (continued)

Table with columns for metal type (Gold, Silver, Platinum, Palladium), price change, high, low, and volume.

GRAINS AND OIL SEEDS

Table with columns for commodity type (Wheat, Maize, Soybeans, Barley), price change, high, low, and volume.

SOFTS

Table with columns for commodity type (Cocoa, Coffee, Sugar, Orange Juice), price change, high, low, and volume.

MEAT AND LIVESTOCK

Table with columns for commodity type (Live Cattle, Live Hogs, Pork Bellies), price change, high, low, and volume.

ENERGY

Table with columns for commodity type (Crude Oil, Heating Oil, Gas Oil, LME Alloy), price change, high, low, and volume.

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PRECIOUS METALS

Table with columns for metal type (Gold, Silver, Platinum, Palladium), price change, high, low, and volume.

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FT BOOKSHOP advertisement with contact information and a list of books.

CROSSWORD puzzle grid and clues.

Additional crossword puzzle clues and solutions.

Handwritten text at the bottom of the page: "مكتبة الأصيل"

Offshore Funds and Insurances

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (44-171) 674 4878 for more details.

FT MANAGED FUNDS SERVICE

Main table containing fund names, descriptions, and prices. Includes sections for Luxembourg (Regulated), Luxembourg (SIS Recognised), and various international and regional funds.

JAVICO LTD

FT MANAGED FUNDS SERVICE

Offshore Insurances and Other Funds

FT Cytiva Unit Trust Prices are available over the telephone. Call the FT Cytiva Help Desk on (444 171) 874 4376 for more details.

Main table containing fund names, descriptions, and prices. Includes sections for 'OTHER OFFSHORE FUNDS' and 'MANAGED FUNDS NOTES'.

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TAKE A BREAK FROM ORDINARY WEEKEND BREAKS. Jazz weekends? Comedy weekends? Golf weekends? These don't sound like ordinary breaks. They're not. They're with Novotel. For more information about our weekend breaks, our 18 hotels in the UK and 300 worldwide, call 0181 748 3433.

MANAGED FUNDS NOTES
The fund manager's views on the market and the fund's performance are set out in the notes to the fund. These notes are available on request from the fund manager.

LONDON SHARE SERVICE

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INV TRUSTS SPLIT CAPITAL - Cont.

Table listing various investment trusts with columns for name, price, and other financial data.

OTHER INVESTMENT TRUSTS

Table listing other investment trusts with columns for name, price, and other financial data.

INVESTMENT COMPANIES

Table listing investment companies with columns for name, price, and other financial data.

LEISURE & HOTELS

Table listing leisure and hotel companies with columns for name, price, and other financial data.

LEISURE & HOTELS - Cont.

Table listing leisure and hotel companies (continued) with columns for name, price, and other financial data.

LIFE ASSURANCE

Table listing life assurance companies with columns for name, price, and other financial data.

MEDIA

Table listing media companies with columns for name, price, and other financial data.

OIL EXPLORATION & PRODUCTION

Table listing oil exploration and production companies with columns for name, price, and other financial data.

OIL, INTEGRATED

Table listing integrated oil companies with columns for name, price, and other financial data.

OTHER FINANCIAL

Table listing other financial companies with columns for name, price, and other financial data.

OTHER FINANCIAL - Cont.

Table listing other financial companies (continued) with columns for name, price, and other financial data.

PAPER, PACKAGING & PRINTING

Table listing paper, packaging, and printing companies with columns for name, price, and other financial data.

PHARMACEUTICALS

Table listing pharmaceutical companies with columns for name, price, and other financial data.

Advertisement for 'ARE YOUR STAFF A DISASTER WAITING TO HAPPEN?' featuring a 'RISK' logo and contact number 0500 855311.

PROPERTY

Table listing property companies with columns for name, price, and other financial data.

PROPERTY - Cont.

Table listing property companies (continued) with columns for name, price, and other financial data.

RETAILERS, FOOD

Table listing food retailers with columns for name, price, and other financial data.

RETAILERS, GENERAL

Table listing general retailers with columns for name, price, and other financial data.

RETAILERS, GENERAL - Cont.

Table listing general retailers (continued) with columns for name, price, and other financial data.

SUPPORT SERVICES

Table listing support services companies with columns for name, price, and other financial data.

SUPPORT SERVICES - Cont.

Table listing support services companies (continued) with columns for name, price, and other financial data.

TELECOMMUNICATIONS

Table listing telecommunications companies with columns for name, price, and other financial data.

TEXTILES & APPAREL

Table listing textiles and apparel companies with columns for name, price, and other financial data.

TOBACCO

Table listing tobacco companies with columns for name, price, and other financial data.

TRANSPORT

Table listing transport companies with columns for name, price, and other financial data.

WATER

Table listing water companies with columns for name, price, and other financial data.

AIM

Table listing AIM companies with columns for name, price, and other financial data.

AIM - Cont.

Table listing AIM companies (continued) with columns for name, price, and other financial data.

AMERICANS

Table listing American companies with columns for name, price, and other financial data.

CANADIANS

Table listing Canadian companies with columns for name, price, and other financial data.

SOUTH AFRICANS

Table listing South African companies with columns for name, price, and other financial data.

GUIDE TO LONDON SHARE SERVICE

Detailed guide to the London Share Service, including pricing, data sources, and contact information.

LONDON STOCK EXCHANGE

MARKET REPORT

Buy programme and US optimism lift shares

By Steve Thompson, UK Stock Market Editor

Talk of a substantial programme trade carried out just before the close by UBS and weighted on the buy side gave a final flourish to UK equities yesterday, pushing the FT-SE 100 index back within striking distance of the 3,700 level.

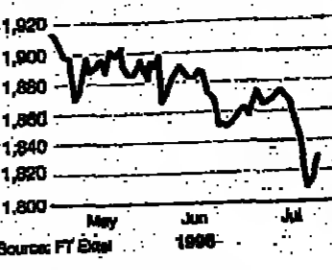
Jones Industrial Average came as the first news of Mr Alan Greenspan's testimony on monetary policy filtered into the market. The Dow was ahead almost 20 points shortly after trading commenced in the US and up almost 50 points 90 minutes after London closed.

Marketmakers said London had also been influenced by some sizeable activity in the Footsie futures market and in the underlying stocks ahead of today's expiry of the July index options. Some big securities houses were said to have been working towards an expiry around 3,700 on the FT-SE 100.

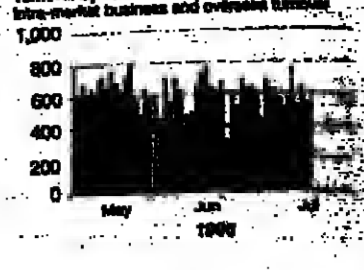
Opinions about the stock market's short term performance remained divided, with some traders expecting the Footsie to run into selling pressure after today's expiry and others looking for London to consolidate its hard won rally and build on that next week.

Fund managers were said to be considering the medium term implications of this week's sell-off on Wall Street. But the general consensus among strategists was that London's recovery looked pretty secure and that confidence was being re-established as long as the Footsie held above 3,500. What was being made clear, however, was that Wall Street was in danger of falling to 5,200 on the Dow in the short to medium term and to 5,000 thereafter.

FT-SE-A All-Share Index



Equity shares traded



Indices and ratios

Table with 2 columns: Index Name and Value. Includes FT-SE 100 (3683.4), FT-SE Mid 250 (4226.2), FT-SE-A 350 (1851.8), FT-SE-A All-Share (1832.4), and FT-SE-A All-Share yield (3.92).

Best performing sectors

Table with 2 columns: Sector and Change. Top performers include Life Assurance (+1.8), Oil Exploration (+1.8), and Banks: Retail (+1.8).

Worst performing sectors

Table with 2 columns: Sector and Change. Worst performers include Gas Distribution (-0.8), Distributors (-0.8), and Chemicals (-0.8).

Licence boosts Lasso

News that Lasso has been granted a provisional production licence for its two Algerian oil discoveries, and that one of the big UK fund management groups has increased its shareholding, gave a big boost to the company's shares.

Redland in demand

There was strong demand for international building materials group Redland. The shares jumped 19 to 419p, to make it the best Footsie performer of the day, following a UBS recommendation. Volume was 2.3m shares.

FT-SE 100 INDEX FUTURES

Table showing FT-SE 100 index futures prices for various months (Sep, Dec, Mar) and their changes.

FT-SE MID 250 INDEX FUTURES

Table showing FT-SE Mid 250 index futures prices for various months (Sep, Dec, Mar) and their changes.

FT-SE 100 INDEX OPTION

Table showing FT-SE 100 index option prices for various months (Jul, Aug, Sep, Oct, Nov, Dec) and their changes.

FUTURES AND OPTIONS

Table showing FT-SE 100 index futures prices for various months (Sep, Dec, Mar) and their changes.

FT-SE MID 250 INDEX FUTURES

Table showing FT-SE Mid 250 index futures prices for various months (Sep, Dec, Mar) and their changes.

FT-SE 100 INDEX OPTION

Table showing FT-SE 100 index option prices for various months (Jul, Aug, Sep, Oct, Nov, Dec) and their changes.

MARKET REPORTERS

Steve Thompson, John Kibzee, Lisa Wood, Joel Duda.

LONDON RECENT ISSUES: EQUITIES

Table listing recent equity issues in London, including company names, issue sizes, and prices.

FT GOLD MINES INDEX

Table showing FT Gold Mines Index values for various months (Jul, Aug, Sep, Oct, Nov, Dec) and their changes.

SE Actuarial Share Indices

Table showing SE Actuarial Share Indices for various sectors (10-39) and their values.

The UK Series

Table showing The UK Series for various sectors (40-79) and their values.

Hourly movements

Table showing hourly movements for FT-SE 100, FT-SE Mid 250, and FT-SE-A 350.

FT-SE Actuarial 350 Industry baskets

Table showing FT-SE Actuarial 350 industry baskets for various sectors (80-99) and their values.

TRADING VOLUME

Major Stocks Yesterday

Table showing trading volume for major stocks yesterday, including company names and volume.

FINANCIAL TIMES EQUITY INDICES

Table showing Financial Times Equity Indices for various months (Jul, Aug, Sep, Oct, Nov, Dec) and their changes.

London market data

Table showing London market data including total issues, total falls, and total gains.

CS FIRST BOSTON

Advertisement for CS First Boston, offering a U.S. \$300,000,000 Subordinated Floating Rate Note due 2000.

Alaska Housing Finance Corporation

Advertisement for Alaska Housing Finance Corporation, offering a U.S. \$125,000,000 Floating Rate Note due July 2001.

SUN LIFE GLOBAL PORTFOLIO (SICAV)

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WORLD STOCK MARKETS

Highs & Lows shown on a 52 week basis

EUROPE

Table of stock market data for Europe, including Austria, Germany, France, and Italy.

Table of stock market data for Europe, including Greece, Ireland, and the UK.

Table of stock market data for Europe, including the Netherlands and Portugal.

Table of stock market data for Europe, including Spain and Switzerland.

Table of stock market data for Europe, including Turkey and the Baltic states.

Table of stock market data for Europe, including Denmark and Finland.

Table of stock market data for Europe, including the Benelux region.

Table of stock market data for Europe, including the Nordic region.

Table of stock market data for Europe, including the Balkans.

Table of stock market data for Europe, including the Mediterranean.

Advertisement for Rockwell: 'From outer space to the factory floor Rockwell leads the way'.

Table of stock market data for Europe, including the Iberian Peninsula.

Table of stock market data for Europe, including the Balkans.

Table of stock market data for Europe, including the Mediterranean.

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Table of stock market data for Europe, including the Balkans.

Table of stock market data for Europe, including the Mediterranean.

INDEX FUTURES, US INDICES, and other market data.

NEW YORK STOCK EXCHANGE PRICES

Main table of stock prices with columns for stock symbols, prices, and changes. Includes sub-sections for various market indices and individual company listings.

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July 19 1996

Continued on next page

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 1996

NYSE PRICES

Table of NYSE stock prices. Columns include stock symbols, prices, and changes. Includes sub-sections for 'Continued from previous page', 'A-Z', and 'T'. Lists various companies like IBM, Microsoft, and others.

NASDAQ NATIONAL MARKET

Table of NASDAQ National Market stock prices. Columns include stock symbols, prices, and changes. Lists various companies like Amazon, eBay, and others.

AMEX PRICES

Table of AMEX stock prices. Columns include stock symbols, prices, and changes. Lists various companies like American Express, etc.

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AMERICA US equities move higher at mid-session

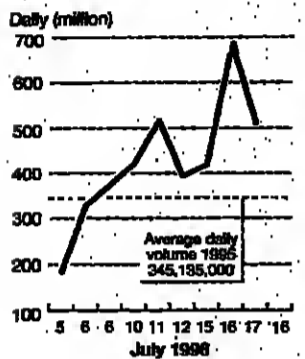
Wall Street

Hopes that the Federal Reserve would not raise interest rates in the near term sent US share prices sharply higher in early afternoon trading, writes Lisa Branstetter in New York.

Trading was choppy early in the session, with most of the major indices bouncing through positive and negative territory as the market struggled to come to terms with the sharp declines seen for most of this month. Just after 11am, however, the market soared as investors interpreted the text of a speech to be delivered by Mr Alan Greenspan, the Fed chairman, as a sign that the Fed was watching for inflationary pressures, but was not necessarily ready to clamp down immediately.

That news sent shares and bonds sharply higher. The yield on the benchmark 30-year

NYSE volume



bond moved below 7 per cent for the first time since July 5, when a strong employment report led most on Wall Street to conclude that an interest rate increase in August was inevitable. As Treasuries soared, the Dow Jones Industrial Average posted a gain of nearly 49 points.

By 12.30pm the Dow had a gain of 44.39, at 5,421.27. The Standard & Poor's 500 rose 5.30 to 639.37 and the American Stock Exchange composite climbed 6.87 to 546.86. NYSE

volume was 237m shares.

A better than expected quarterly report from Apple Computer combined with the interest rate expectations to cheer the battered technology sector. In early trading the technology-rich Nasdaq composite was 13.46 stronger at 1,100.11 and the Pacific Stock Exchange technology index was 1.1 per cent stronger.

Apple jumped \$4 or 94 per cent to \$207 and was the most actively traded share on the Nasdaq at midday after reporting a loss of 26 cents a share, far below the \$1.08 loss analysts had expected.

Internet-related companies were mostly stronger as investors awaited results from Netscape Communications, the Internet software maker, due out after the market closed. The American Stock Exchange/Interactive Week Internet index was 0.7 per cent stronger and Netscape added \$11, or 4 per cent, at \$634.

Two components of the Dow, AT & T and Sears, Roebuck, reported results early yesterday. AT & T came in at analysts' estimates with a second quarter profit of 94 cents a share. Shares fell, however, 27¢, or 5 per cent, as the company warned that growth in the US consumer business this year would not match last year because of intensifying competition in that area.

Sears was unchanged at \$46 after reporting earnings of 67 cents a share, 3 cents ahead of analysts' estimates.

Canada

Toronto extended Wednesday's rebound and by noon the TSE 300 composite index was 39.6 higher at 4,979.60 in volume of 300m shares.

Toronto-Dominion Bank rose C\$1.05 to C\$25.05. On Wednesday it said that it might buy back up to 30m common shares before October 31.

Ex-X Minerals added another 5 cents at C\$23.90, helped by analysts' positive recommendations.

EUROPE

Deutsche Bank advances on acquisition talks

The Continent's equity markets were relatively quiet yesterday.

FRANKFURT saw modest price movements, although activity did pick up slightly during late afternoon. The Dax index ended with an advance of 9.03 to 2,506.22, while the Dax trimmed the gain slightly to finish at 2,505.56. Turnover was DM19.8bn.

Deutsche Bank, DM1.44 higher at DM74.30, and then to an Ibis DM74.60, confirmed that it was holding talks to acquire Chase Manhattan Trust and Banking (Japan) from Chase Manhattan.

Analysts were positive about the news, saying that if the deal went through it would give the German bank a strong presence in Japan.

Siemens, the electronics group, was hit on two fronts: firstly by a loss reported from Linotype-Hell, the printing machinery company in which it holds a stake, and secondly by a broker's downgrade. The shares closed officially off DM1.18 at DM77.61, and in the Ibis at DM77.60.

ZURICH slid into negative territory late in the day, with prices heavily influenced by today's expiry of options and futures. The SMI index turned back from a high of 3,680.9 to close 7.0 weaker at 3,649.2.

Roche certificates lost Sfr30 to Sfr9,300, while the bearer shares added Sfr100 to Sfr15,350 as the German chemical group, Bayer, denied a rumour that it planned to sell a drugs subsidiary to the Swiss company.

Sandoz and Ciba gave up early gains which followed Wednesday's EC approval of their planned merger into Novartis. Sandoz lost Sfr4 to Sfr1,296 and Ciba eased Sfr2 to Sfr1,296.

MILAN continued to recover from its sharp losses at the start of the week as the market took its lead from domestic bonds and the Iva. The Comit index rose 6.29 to 622.49.

Stock rose L96 to L4,890 after the approval of a telecoms watchdog opened the way for its privatisation, probably next year. Foreign demand drove Tim L138 higher to L3,298.

Mediaset moved ahead in early trade, before slipping back to close L15 weaker at L7,613 amid doubts about the government's rules on TV advertising and ownership. News that the rules could cost the company L1,000bn in lost revenue came after the market closed.

PARIS was slightly disappointed after the Bank of France left interest rates unchanged, even though most investors had not been expecting a move. The CAC-40 index, nevertheless, managed to edge forward, to a close of 2,007.26, up 12.15. Turnover was FF\$5.5m.

LIAP was one of the biggest gainers, up FF4.90, or 4.7 per cent, to FF105, as rumours spread that it might be a takeover target.

AMSTERDAM took another look at Stork and was impressed by its acquisition, announced on Wednesday, of the maintenance and parts division of Fokker, the aircraft manufacturer which went bankrupt earlier this year. Stork's shares rose FL2.40 to FL50.40. Analysts noted that under the terms of the deal Stork would probably enhance its 1997 earnings per share, and a number of brokerages lifted recommendations.

The AEX index put on 2.29 to 629.40.

Polygram went against the

FT-SE Actuaries Share Indices

Table with columns for Date, Index, and Change. Rows include FT-SE Europe 100, FT-SE Europe 200, FT-SE Europe 500, and FT-SE Europe 1000.

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Source: Reuters

Volume represents purchases and sales. Net sales adjusted to include off-market trading. Some figures may be revised.

Source: Reuters Securities

Domestic share trading activity was sharply higher in Germany during June, but the 27.5 per cent rise on the month, and 28.7 per cent on the year, was entirely the result of a surge in volumes on June 21, accompanying the triple option and futures expiry. If an average day's volume is substituted, says Mr James Cornish, European strategist at NatWest Securities, June's domestic volumes would have been 1 per cent down on May. Moreover, German volumes on Seaq International, the London screen based trading system, fell 23.4 per cent on the month, suggesting a lack of activity on the part of international funds after the inflow seen in May.

Across Europe as a whole, June domestic volumes were 0.1 per cent down on May but up 27.4 per cent on June 1995. Mr Cornish notes that the fall in June's volumes accompanied a rise of 0.3 per cent in the FT/SE Europe index, which again underperformed the World index's 0.5 per cent increase.

International interest was, however, markedly weaker, with a 12.7 per cent fall on the month in the volume of European stock deals declared to Seaq International.

The biggest fall in domestic volumes in June was in Finland, down 29.5 per cent, accompanied by a very steep 44.5 per cent drop in volumes on Seaq International. Mr Cornish notes that the Helsinki index fell 5.1 per cent over the month on some disappointing tertial corporate results.

Written and edited by Michael Morgan and John Pitt

ASIA PACIFIC

Tokyo sees recovery in technology, financial sectors

Tokyo

Wall Street's recovery encouraged buyers, but while share prices gained ground, volumes remained sluggish due to lingering cautiousness over interest rates, writes Emma Terzani in Tokyo.

The Nikkei 225 average finished 153.54 up at 21,566.42 after moving between 21,428.38 and 21,573.55. Technology stocks, banks and brokers, which have been weak over the past few days, were chased. Foreign investors continued to sell electricals, but buying by domestic institutions provided underlying support.

Volume was 260m shares, against 288.2m. The Topix index of all first section stocks rose 10.54 to 1,636.08 and the Nikkei 300 added 1.99 at 302.66. Advances led declines by 672 to 334, with 193 issues unchanged.

In London the ISE/Nikkei 50 index put on L06 at L445.88. Short-covering on the futures market towards the end of the session prompted arbitrage buying. Futures traders said that, amid current low volumes on the cash market, concerns over the negative effects of sudden arbitrage unwinding due to a fall in futures prices remained.

High-technology stocks, which had been battered earlier this week due to the sector's plunge on Wall Street, rebounded, with Toshiba rising Y1 to Y721 and Elitachi appreciating Y12 to Y930. Matsushita Electric Industrial gained Y20 at Y1,950 but Sony was unchanged at Y6,900.

Banks, which have been weak on fears of rising interest rates, were higher. Industrial Bank of Japan rose Y20 to Y1,950 and Sanwa Bank gained Y60 to Y1,900.

Matsushita Seiko, a machinery maker, rose Y26 to Y793 on expectations of an increase in demand for the company's sanitary machines amid the current food-poisoning epidemic which has hit the country's western regions.

Drugs companies were weaker on profit-taking. Takeda Chemical fell Y20 to Y1,910 and Daiichi Pharmaceutical lost Y10 to Y1,690. Retailers were also lower, with Seven-Eleven Japan, the convenience store operator, down Y40 to Y6,870 and Ito-Yokado, the supermarket chain, falling Y80 to Y6,440.

Nippon Telegraph and Telephone, the leading telecom company, climbed Y4,000 to Y7,900 on reports that it planned to triple its investment in digital network lines to some Y100bn.

In Osaka, the OSE average rose 86.66 to 22,687.71 in volume of 28m shares. Aoyama Trading, the men's suit maker, added Y100 to Y3,080.

Roundup

SYDNEY just missed closing at an intra-day high, as the All Ordinaries index ended up 23.5, or 1.1 per cent, at 2,096.1. Volume was 268.4m shares valued at A\$333.2m.

The media index went against the trend, losing 1.5 per cent, a factor which was largely accounted for by News Corp. The group's preferred shares tumbled 34 cents, or 6 per cent, to A\$5.31 after confirming its involvement in a \$2.48bn bid for New World Communications Group, of the US. The ordinary shares slipped 6 cents to A\$6.59.

HONG KONG was pulled higher by the property sector on the view that July and August tended to be good months for property sales, and the Hang Seng index gained 102.14 to 10,711.24. Turnover, however, dipped to HK\$4bn.

Sun Hung Kai Properties climbed HK\$1.25 to HK\$74.25, Henderson Land rose HK\$1 to HK\$56.25 and Cheung Kong

put on HK\$1.25 at HK\$53.50.

Haeco fell 65 cents to HK\$20.25 and Miramar Hotel & Investment lost HK\$0.36 to HK\$15.20. Both companies are to be replaced in the Hang Seng index on August 30 by First Pacific, up 30 cents at HK\$11.80, and Henderson Investment, which gained HK\$0.20 to HK\$7.30.

SEOUL marked Samsung Electronics higher in spite of confirmation from the company that it was undergoing a tax investigation by the National Tax Administration. Samsung ended Won1,200 ahead at Won70,000, as local media reports said that the

investigation was the first Samsung had seen in 10 years. The broad market edged higher as renewed demand outweighed late profit-taking.

BOMBAY moved 14 per cent ahead on growing hopes that the July 22 budget might give some incentives to industry. The BSE-30 index finished 53.76 higher at 3,775.99.

Reliance surged Rs13.50 to Rs24 after the company hinted at a possible bonus equity issue within a year.

Thomas Cook, the travel and foreign exchange group, jumped Rs8.75, or 12.6 per cent, to Rs749 after the company announced a 99 per cent

rise in net profits for the first six months of the year.

TAIPEI was lifted by the financial sector which left the weighted index up 19.47, or 0.3 per cent, at 6,122.20. Turnover was T\$40.6bn. Among financials, China Life soared 7 per cent, to T\$8.50, to T\$86.50.

MANILA's composite index edged up 0.38 to 3,188.04 in volume of 7.9bn shares.

BANGKOK took comfort in BEC World, a media company making its market debut. The SET index advanced 7.46 to 1,179.84 on turnover of B\$7.2bn.

BEA World accounted for some 38 per cent of the total turnover, to close at B\$280 against an initial public offering price of B\$142.

COLOMBO was unsettled by news of a Tamil rebel attack on a military camp in the north east of the island. The All Share Index lost 2.0 to 583.9 in turnover of SLRs6.7m.

SINGAPORE was broadly weaker, although some demand emerged for banks, which led the recent sharp fall in prices. The Straits Times Industrial index closed 13.08 off at 2,190.56.

KUALA LUMPUR ran out of steam, after a firm start, on profit-taking in some recent winners. The composite index lost a net 3.14 at 1,123.36.

Volatility in Mexico

Mexican stocks were traded in a volatile fashion, reversing light early gains before recovering again by mid-session. The IPC index was up 35.47 at 3,025.74.

In SAO PAULO the Bovespa index had made a very slight forward move by midday, rising 155 to 62,302, as the market awaited comments from the Federal Reserve in the US.

BUENOS AIRES was moderately firmer by midday, although domestic worries were impinging on activity. The Merval index had gained 1.15 at 853.42.

ING Barings has revamped its Latin American portfolio, reducing its weighting in Chile and increasing weighting in Mexico and Brazil.

The company also said it was reviewing Peru's second-quarter results season.

S African industrials higher

Jobannesburg's industrial shares ended at the day's best levels, propelled higher by a stronger start on Wall Street, with investors more optimistic about gains on the Dow following the strong earnings figures from Intel.

However, much of the day's activity was futures-related which, analysts said, was indicative of continued nervousness as players rushed to hedge positions.

Gold shares closed softer, taking dealers by surprise, fol-

lowing quarterly results from Anglo which were well ahead of expectations.

Traders said that hullion's inability to break convincingly through the \$384 an ounce barrier, and fears of a US interest rate rise, may have been behind the stock weakness.

The overall index ended 30.9 up at 6,715.1 and industrials added 43.3 to 7,946.4, but golds gave up 17.1 at 1,790.5.

De Beers finished R1.75 stronger at R142.75 but Anglo relinquished R1 to R256.

FT/S&P ACTUARIES WORLD INDICES

The FT/S&P Actuaries World Indices are owned by FT-SE International Limited, Goldman, Sachs & Co. and Standard & Poor's. The indices are compiled by FT-SE International and Goldman Sachs in conjunction with the Faculty of Actuaries and the Institute of Actuaries, NatWest Securities Ltd. was a co-founder of the indices.

Table with columns for Regional Markets, US Dollar Index, and various indices for different regions like Australia, Europe, Japan, etc.

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Friday July 19 1996

FINANCIAL TIMES SURVEY

Friday July 19 1996

Japan

As productivity levels fall, there is a growing belief that the current return to prosperity is less assured than previous economic revivals, reports William Dawkins in Tokyo

Pressure relieved as economy shows signs of recovery

The clouds are lifting, and yet the changes wrought by the typhoon have been less dramatic than many Japanese at first thought.

The past four years of economic stagnation, exchange rate pressure, financial crisis, and political upheaval have been challenging ones. They have been seen by some as the potential catalyst for a new opening, on a par with the decade after the end of the Second World War, when Japan, driven by a different kind of crisis, made the transformation from defeated military dictatorship to one of the world's mightiest industrial democracies. The reality has been evolution, not revolution.

Certainly, the past few years have posed the biggest test yet of the old certainties that underpinned Japan's post-war success - unstoppable economic growth, stable one party government, an unshakable alliance with a protective US, lifetime employment, and social stability.

recovery. Some economists fear that the pressure has come off too soon - see report, page two.

The resilience of the old system used to be a strength when high growth was a certainty. But it could, fear many politicians and economists, become a weakness in the years ahead, by delaying Japan's reaction to a new set of challenges, externally from the growing industrial competition from east Asia and China's growing economic and military clout, and internally from the financial demands of the fastest ageing demographic profile of any leading economy and an explosion of government debt.

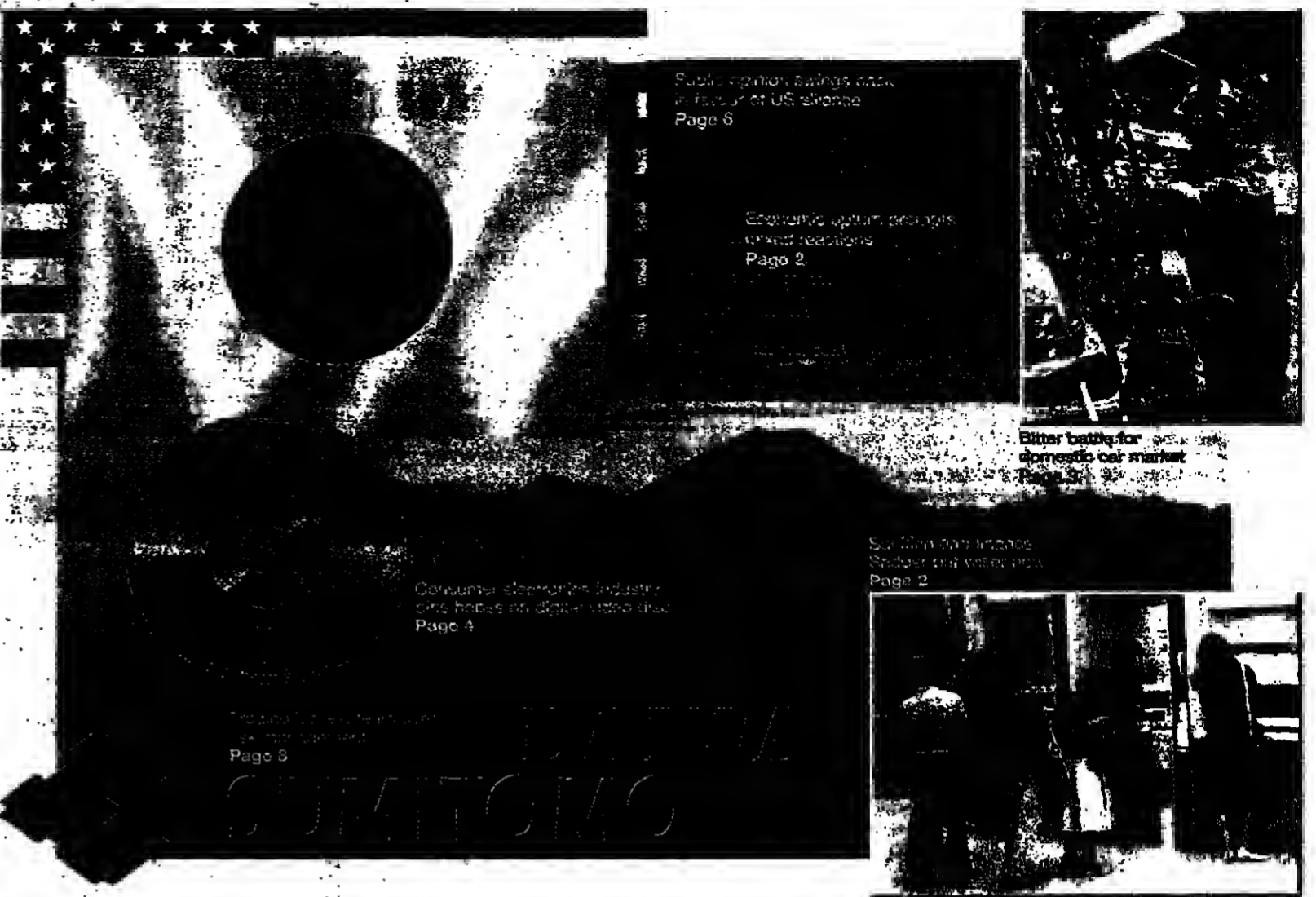
The first former certainty to be tested - endless economic growth - clearly holds no longer. It has been the longest downturn since the 1930s. Average output growth has slowed from just over 3 per cent in the last half of the 1980s, to a mere 0.5 per cent in the first half of this decade. Even after this recovery, growth is expected to average a mere 2.4 per cent in the current decade, and slide to 1.2 per cent in the next, according to a recent study of the economic outlook in the next century by the Nihon Keizai Shimbun economic newspaper.

on trial - but this time proved to endure - is the dominance of the conservative Liberal Democratic Party. Three years ago, Japan appeared to be on the brink of peaceful revolution, after a band of LDP rebels left the party, threw it out of government for the first time in nearly four decades, and set up a coalition government devoted to economic deregulation and to putting consumers' interests before the producers' lobbies that used to dominate policy.

A year later, the LDP was back in a curious coalition under a socialist prime minister. The LDP's revival strengthened further in January, when its leader, Mr Ryutaro Hashimoto, became prime minister. Opinion polls suggest the party will increase its size as the dominant minority in a general election later this year or early next.

There has been a deeper renegotiation of another important post-war value, relations with the US, which underwrote Japan's economic growth by relieving it of the need to provide its own defence, beyond its immediate frontiers.

Japan started to accord trade interests more prominence in its US relations three years ago, a helpful consequence of the collapse of the Soviet



Bank of Japan's savings rates in relation to US savings Page 6

Economic growth prospects in Asia Page 2

Either battle for domestic car market Page 3

So, what are the prospects for the Japanese economy? Page 2

Can number of workers in the US be reduced? Page 4

Page 5

ion talks

Table with financial data, including columns for 'Japan's Economic Turnover' and '1995 total in local currencies (bil)'. Rows include various economic indicators and their values for 1995 and 1996.

Financial section header and introductory text.

Financial section header.

Financial section header and introductory text.

Union. Tokyo's refusal to bend to US trade pressure has since toughened - and it is no accident that Mr Hashimoto owes much of his popularity to having resisted US demand in last year's talks on access to the Japanese car market.

in Tokyo and Washington, an unspoken agreement to keep trade and security matters separate. The foundation of the alliance is, by common consent, secure, but Japan has won slightly more independence.

Unemployment is at record levels for Japan, but still low by industrialised world standards

Another foundation of the Japanese system, the social contract of lifetime employment in return for a life of hard work and loyalty, has also been shaken - but again proved durable. One of the recession's most

salutary effects was to expose a surplus of labour in an economy that used to suffer from a shortage of workers. Corporate Japan accordingly cut its labour costs as hard as the taboo against redundancy would allow. Unemployment rose as a result from just over 2 per cent at the turn of the decade to a record 8.5 per cent at the latest count, in May. But cost-cutting has in fact been gentle, and many surplus workers were shifted to alternative back-office jobs.

Japan's high productivity, once generally accepted as the world standard, has weakened. Manufacturing output per man hour was ahead of the US before the recession. Now it is just over 70 per cent of the US level, according to the Japan Productivity Centre, a private sector think tank.

In short, the Japanese system has moved through the recession with remarkably lit-

tle crisis. And yet there have, to be fair, been some significant changes in attitude.

The corporate world, for example, has been forced more open, for good and bad, to international market forces. It is why Rupert Murdoch's News Corp was recently able to take a stake in a Japanese television station and why Ford, the US car company could take management control of Mazda - both unprecedented investments, which could have never happened before the recession.

The erosion of old barriers to the outside world has sometimes been painful, as Daiwa Bank discovered when it was unable to conceal its \$1.1bn US bond dealing losses, a blow to the international credibility of the Japanese financial system.

Another change is that the network of mutual obligations - between politicians, officials and businessmen - subtly loosened. This has opened the way

for deregulation in a number of industrial sectors, such as telecommunications, oil refining, retailing and fund management. But deregulation overall has been patchy and moderate - and is certainly not a priority of the LDP government.

"The system is not exactly backward-looking. But there still has to be harmonious relationship between political powers and the civil service. Vested interests still have to be preserved," says Mr Dan Harada, a veteran political lobbyist.

For many Japanese, this relatively trouble-free passage through recent trials has been a boon, even if an enormous frustration for foreign companies still trying to prise their way into the many sectors still protected by official regulation and social tradition.

But for the citizens of Japan, Continued on Page 3

In the market

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2 JAPAN Economics and finance

Economic prospects • By William Dawkins

Mixed reactions on upturn

There is widespread scepticism among Tokyo economists over the sustainability of the latest recovery

Mr Nobuhiko Kawamoto, president of Honda, the car producer, is celebrating Japan's economic recovery from the longest slowdown since the 1930s with mixed feelings. "The company, he says, expects record profits in the current year. And yet if only the strong yen, a big factor in the past recession, had persisted for a little longer, Honda would have made better competitiveness gains, he adds. Mr Kawamoto's remark highlights the central dilemma of Japan's economic future.

It took a crisis, last year's rise of the yen to ¥179.75 to the dollar in April, for companies to start to cut surplus labour and industrial capacity - some of the main weaknesses exposed by the post-bubble downturn. But the yen has since weakened by 27 per cent, after hovering for just four months between a punishing ¥180 and ¥185.

Has Japan emerged from this recession in leaner and meaner shape? Or has the pressure come off too soon, before company bosses have had a proper chance to persuade a conservative society to make painful changes?

On the surface, it looks as if the Japanese economy has once again demonstrated formidable underlying strength. In the first quarter of this year, gross domestic product expanded by an annualised 12.7 per cent, the fastest for 23 years, or by 5.7 per cent from the same quarter last year. It is the second quarter of robust growth, after a 2.7 per cent year on year increase in the final three months of 1995.

Most economists think those figures over-state actual growth, because of a host of statistical anomalies. But even so, the consensus is that the economy will grow by between 2.5 per cent and 3 per cent in 1996, a decisive end to three years of stagnation.

For once, the three main engines of Japan's economy - private spending, corporate investment and government

investment - appear to be firing together. In the first quarter, private consumption rose by 5.1 per cent against the same period last year, corporate investment by 7.4 per cent and government investment by an astonishing 27.3 per cent, according to the government's Economic Planning Agency.

The data may be imperfect, and yet companies are behaving as if the upturn is, unlike false dawns in each of the past three years, real. Cheered by a 23 per cent rise in pre-tax profits, the fastest growth in seven years, several leading companies, including Honda, have started to hire people again.

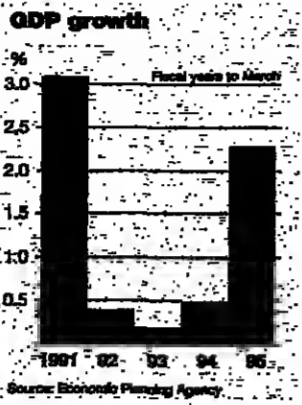
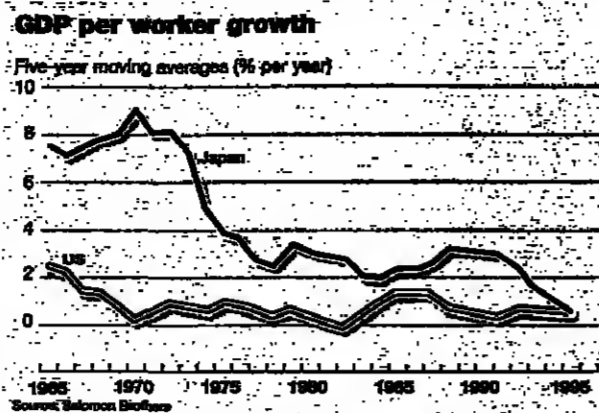
As a result, the ratio between available jobs and job seekers started to improve from the middle of last year. But it has not been enough to make a dent in overall unemployment, which hit a record 3.6 per cent last month.

There is, at the same time, evidence that recession did bring some structural change - but again, this is restricted to a few specific areas. Deregulation has been slow, but it has begun to make an impact. In retailing, there has been fast growth in supermarket openings and a decline in prices, as restrictions on new stores have been partially dismantled by law.

Several important sectors - such as telecommunications, television and oil importing - have been opened to foreign competition. The taste for change extends to industry policy. The acquisition of a controlling stake in Mazda by Ford, the US car company, and the purchase of a large shareholding in Asahi National Broadcasting by Mr Rupert Murdoch's News Corp, suggests that forces of change are meeting the least resistance for decades.

So much for the good news about Japan's immediate recovery. Yet several constraints to medium and long term growth remain.

First, there is widespread scepticism among Tokyo economists over the sustainability of the recovery. The consensus - admittedly of very disparate



forecasts - is that GDP growth will ease to a sedate 2 to 2.5 per cent next year. Why?

For one reason, the recovery is largely driven by the government. It would, indeed, have been a disaster if the economy had failed to pick up, having received last September the largest fiscal and monetary boost in modern Japanese history, a halving in the official discount rate to 0.5 per cent and a ¥14,200bn public spending package, worth an esti-

ated 1.5 per cent of GDP in new money.

Those benefits will soon wear off. The Bank of Japan, acutely anxious to avoid another liquidity fuelled explosion in asset prices, is widely thought to be looking for an opportunity to raise interest rates, probably in the autumn.

By then, last year's fiscal package will have been exhausted, and only partly compensated for by a much smaller spending package now being concocted by the ruling Liberal Democratic Party.

Another jolt to demand will come next April, when sales tax is to be increased from the present 3 per cent to 5 per cent. To make matters worse, there has been an acceleration in the amount of production to be moved offshore in the search for lower costs. Migrant companies send goods back home, detracting from GDP, and without reducing the overall surplus of industrial capacity. In the year to last March, 18 per cent of total production was offshore - up from 3 per cent 10 years ago - according to

a survey by the Japan External Trade Organisation. That proportion is forecast by Jetro to rise to nearly 27 per cent by the end of the decade.

Domestic demand, meanwhile, is weaker than the recent GDP figures suggest. There has been a decline in outstanding bank loans in every month since last September, suggesting that demand for cash is weak, argues Mr Richard Koo, senior economist at Nomura Research Institute.

Most of the stimulus, he argues, has therefore come from expansionary fiscal policy, rather than from low interest rates. The expected fiscal tightening would thus be a grave mistake, argues Mr Koo.

Japanese investors appear to appreciate this, in that they have been buyers of government bonds in recent months. Foreign investors, eager buyers of equities, continue to believe in the economy's underlying strength, points out Mr Koo. Only time will tell whether Japanese bond buyers or foreign equity buyers are right.

But time points to two other long term constraints on growth: an ageing population and declining productivity. Japan has the fastest ageing demographic profile of any leading economy. The proportion of over 65s will rise from the present 18 per cent of the population to 27 per cent by

2010, according to the Organisation for Economic Co-operation and Development.

Yet Japan's pay-as-you-go pension system is underfunded. This, plus the past few years of heavy fiscal spending required to get the economy back on its feet, point to a rapid increase in government debt, likely to push up interest rates.

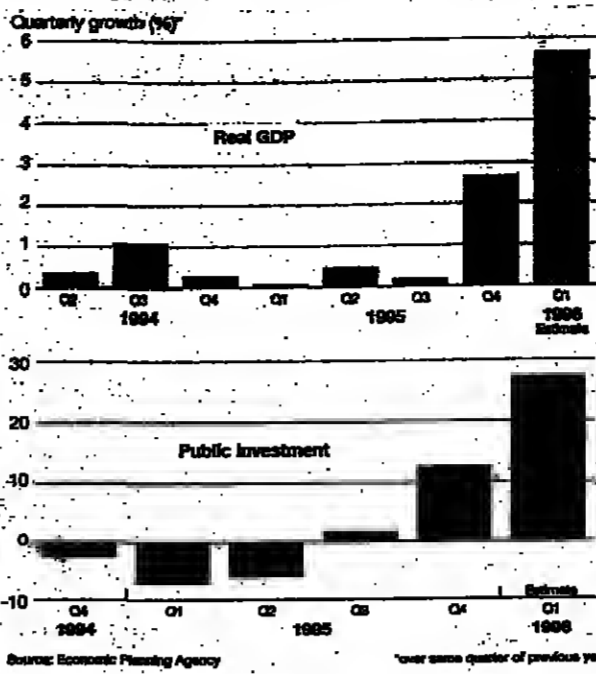
Without radical action, such as further rise in sales tax, cuts in pension payments and increases in contributions, net government debt would explode from the present 10 per cent of GDP to nearly three times national income by 2030, predicts the OECD.

Along with the grey wave, has come a decline in productivity growth - the rise in GDP per worker - from 3 per cent 20 years ago, to around 0.6 per cent, just below the US, now.

It is hard to guess how much of this decline in productivity is due to the temporary fall in output of the past recession and how much is the structural consequence of over-regulation and the resistance to change bemoaned by the president of Honda.

But if productivity growth stays at this level, GDP per head will be barely changed in three decades' time, forecasts Mr Robert Feldman, research director at Salomon Brothers Asia. If Japan is to avoid falling back into stagnation, a crisis may be just what is needed to provoke structural change.

Real GDP and public investment



Source: Economic Planning Agency

Banking and finance • By Gerard Baker

Sadder but wiser now

Bankers are on the defensive. To ensure there is no repeat of the disasters of the last few years, the government is committed, at least in principle, to shaking up the financial system

Ten years ago, if you believed the lurid headlines, Japanese banks were poised to conquer the world. Propelled by the country's enormous financial surpluses - the world's largest - financial institutions' growth was geometric. Having been largely obscure foreign names in the 1970s, by the mid-1980s, the Japanese accounted for six of the world's ten largest banks.

But what most impressed outsiders about these newcomers was their apparent strength. The largest banks very quickly earned top credit ratings. The reason, according to financial analysts, was that they enjoyed hidden strengths way beyond simple balance sheet measurements.

Today, those hidden qualities are viewed rather differently. The Japanese may still dominate global financial markets by scale, but the reality that now lies behind those figures is much more likely to scare foreigners than to impress them.

The disastrous losses of the last few years have put Japanese banks in disgrace at home and forced them to retrench abroad. And in spite of their grand claims that the worst is over and that they have learned their lessons, you would have to be brave to believe either proposition.

In the last year, more than at any other time in post-war

Japanese history, the country's banks have been close to the edge. Having avoided a single financial failure in the previous 20 years, Japan has now had eight in twenty months.

The reputations of some of its leading institutions have been sullied by an endless stream of revelations about fraud, corruption, even connections with gangsters. The once unimpeachable finance ministry, the sturdy core of the banks' world, has been all but publicly impeached for incompetence and worse.

The root of the problem, so by now familiar to almost everyone - the habits that took hold of the normally sober Japanese during the so-called "bubble economy" of the late 1980s. Banks mistook the speculative growth of land and stock prices in the late 1980s for real underlying economic strength - and lent accordingly.

Like a storm that had long threatened to break, the accumulation of bad loans hung over the economy throughout the early 1990s.

It was last summer when that storm finally broke. A string of smaller credit associations collapsed in a mid-September panic. In August, Ryogo Bank became the first listed bank to fail for half a century. Then Daiwa Bank, one of Japan's largest, was thrown out of the US for hiding massive losses from American regulators - a cover-up at which, it was claimed, the finance ministry itself connived. Japanese banks were forced to pay a high premium to borrow in international markets as fears of a systemic collapse spread.

Finally, at the end of last year, came the government's ill-conceived plan to spend ¥685bn of public money

Continued on facing page

Reputations of some of Japan's leading institutions have now been sullied by recent failures

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Japan 1996

Motor industry • By Michiyo Nakamoto

Banks are forced to put their chaotic houses in order

Continued from facing page

towards a bailout of the country's virtually bankrupt so-called housing loan companies.

This last move had the effect of adding the wrath of popular disapproval to the banks' woes. Revelations about improper relationships between banks, the housing lenders, the finance ministry and a host of characters from the criminal underworld infuriated taxpayers, who were being asked to foot part of the bill.

It was only last month that the government won a Pyrrhic victory by getting parliament to approve the bailout after promising to reduce the public contribution to it.

Bankers, then are on the defensive. To ensure there is no repeat of the disasters of the last few years, the government is committed, at least in principle, to shaking up the financial system - deregulating faster, forcing banks to take more individual responsibility for their actions, rather than have the regulators underwrite their folly.

And even the powerful bureaucracy itself has had to take its share of the blame. The crisis has led to calls for reform of the finance ministry too, though that seems likely to come to naught.

The banks themselves have started to put their chaotic houses in order. In the year to March, the big lenders wrote off more than ¥10,000bn in bad loans, and reported record combined pre-tax losses of ¥3,000bn as a result.

Several banks have even started to review their global ambitions - code for retrenchment. The Long Term Credit Bank of Japan (LTCB) and Sumitomo Bank were the first to have formally committed themselves to shrinking their balance sheets. And all banks claim they are sadder but wiser for their experience.

But few doubt that old problems remain. For one thing, in spite of efforts designed to improve their poor disclosure practices in the last year,

banks still keep investors and customers in the dark about the full extent of their ultimate liabilities in the bad debt mess. There are still billions of dollars in bad loans at non-banks and other financial institutions few people have even heard about. Much of that will have to be covered by banks, yet no-one knows how much.

What is more, while attention has been focused on the role of individual banks and their managers in the debacle of the last few years, there has been little attempt to address the real systemic problems that helped create it.

These come down in essence to a banking structure that was designed for a different era of economic development -

There are still billions of dollars in bad loans to be covered.

a system designed to ensure that banks channelled cheap funds to capital starved industry in the heady days of the 1950s and 1960s.

That stage of economic growth in Japan is now long past, leaving banks seeking a new role. Yet the strict rules that still limit what banks, securities companies and other institutions may do, prevents them from developing that new role.

As the Japanese economy slowly gathers momentum after the long recession of the last four years, the immediate pressures on banks and on the financial regulators to change will subside.

But it will be a pity if the pressure disappears completely. Without a radical overhaul of the very structures of Japanese capital, the economy will ultimately be handicapped by an essentially uncompetitive and outmoded financial system. That is not something the rest of the Japanese corporate sector will welcome.

New vehicle sales slumped by 4.3 per cent, year-on-year

In an effort to boost their sagging fortunes, Japan's leading car makers last year called upon the services of two young baseball players whose spectacular performances made them national heroes and helped to revive waning popular interest in the game in the process.

Toyota, the country's largest car manufacturer, enlisted Hideo Nomo, who rose to national fame, both in Japan and the US, with his "tornado" pitch for the Los Angeles Dodgers, the big league team, following Nissan's employment of Ichiro Suzuki, a leading batter with the Orix Blue Waves.

But as competition in the domestic car market intensifies amid a fragile recovery, both companies must be hoping that their performance does not follow the example of the two heroes who have put in a somewhat less than stellar performance this year.

Japan's car manufacturers are fighting an increasingly bitter battle for the home market. Last month, sales of new vehicles slumped by 4.3 per cent year-on-year, according to the Japan Automobile Dealers Association. For the first half of the year, new car sales in Japan have fallen 0.7 per cent to 1.81m units.

The market's sluggishness, in a year which is supposed to see strong replacement demand from the large numbers of consumers who bought their cars during the peak years of the bubble economy, has prompted concerns that market growth this year will not achieve the level forecast at the beginning of the year.

Mr Yoshihumi Tsuji, chairman of the Japan Automobile Manufacturers' Association, JAMA, indicated recently that given the weakness of demand in the first half, the industry association's forecast for demand in the Japanese market may have to be revised. Mr Tsuji said that while demand is undoubtedly coming back, "it is insignificant".

The domestic market is crucial to maintaining production in Japan, which has fallen dra-

matically due to the shift overseas. In the past five years, domestic production has dropped by 3.80m units - a figure equivalent to the total annual production in Japan of Toyota, Japan's largest car maker, or three times that of Honda.

Against this environment, Japanese car makers are focusing their energies on the one sector of the domestic market which appears to guarantee success, at least for the time being.

Recreational vehicles, including station wagons, off-road vehicles and mini-vans, have been attracting much of the buying among Japanese consumers who have been avidly pursuing a new-found taste for the great outdoors and the do-it-yourself lifestyle.

These vehicles, which were not a popular sector of the market until about four years ago, have increased their share of the market from 15 per cent in 1991 to nearly 30 per cent last year with 1.37m units, according to JAMA.

Japanese car makers which have a strong RV line-up have benefited greatly from this trend. Although it has been losing ground recently, Mitsubishi Motors, for example, had put in a strong performance over the past few years, largely on the strength of its RVs.

Honda, which suffered two years of declining profits in 1993 and 1994, has made a strong recovery on the back of its widely sought RVs which have been introduced in rapid succession over the past year and a half.

Contrast

Meanwhile, Toyota, which has been under pressure in the domestic market due to a sharp decline in sales of medium range mass-selling models, such as the Mark II, has enjoyed a flood of orders for its Ipsum, a newly launched mini-van. But even as they try to make the best of the RV boom at home, Japanese car makers are looking further ahead to a future of greater uncertainty.

Few expect a continuation of the kind of strong demand for RVs that is seen today. The question that every Japanese

car executive is asking himself is: "What next?"

There is no doubt that the maturity of the Japanese market has led to a diversity of taste, notes Mr Akhiro Wada, executive vice president of Toyota. "Each market is differ-

ing to foresee what kind of car will sell can't be done by market research," he says.

Toyota, along with many other car manufacturers, uses what is known as "simultaneous engineering" whereby different steps in the develop-

ment process take place at the same time, rather than in sequence. But the company has taken simultaneous engineering further than most companies, Mr Wada claims.

Usually, simultaneous engineering involves the manufacturing department taking part in discussions during the development stage to make suggestions on what can - or cannot - be done on the production line or how a particular feature on a new model might boost costs.

But at Toyota, the production engineering division people look at the design before it is fixed and only after the design and manufacturing teams agree on the design does it go up to top management for approval.

The process is not restricted to just discussions between different teams, but the factory thinks ahead about how the car is to be manufactured while the design is being considered. This is possible because the company generally knows where a particular model is to be manufactured by the time the design is fixed.

The system gives Toyota a significant advantage over car makers which do not decide where a particular model is

going to be made until a relatively late date.

A shorter development time may be crucial in responding quickly to a fickle market. However, Honda, which has been one of the greatest success stories in the RV market, says that it is having a winning concept for cars that determines success.

Honda has recently introduced a slew of market-winning RVs, seemingly at a rapid pace. The CR-V, a sports utility vehicle, was indeed, developed in 17 months. But the company says that it took 28 months on the development of two of its most recent vehicles.

"From my point of view, reducing development time is not a priority of our development strategy," emphasises Mr Tomoyuki Sugiyama, executive chief engineer at Honda. "The most important thing is the concept," he says.

In the recent years, as it was faced with the need to cut costs drastically, Honda has succeeded in increasing the use of common parts in its range, thus saving costs and development time. For example, 50 per cent of the Odyssey's parts - in value terms - comes from other Honda cars.

But the Japanese market has a particularly strong tendency to undergo dramatic swings in preference," he says. The RV boom is a case in point.

Yet true to their reputation for *kaizen*, or continuous improvement, Japanese car makers have been busy taking steps to prepare for the eventual swing in the market that could be calamitous for an ill-prepared company.

One of the ways in which companies are working to strengthen their position is by reducing the amount of time it takes to develop a new model. Toyota, for example, says it has brought down development time - from when the design is fixed to when the car is put on the manufacturing line - to about 18 months. Development of the Ipsum, which was developed under very favourable conditions as far as the availability of engineers went, was completed in 15 months, according to Mr Wada. This compares with a target of 28 months for the US Big Three.

"The reason why we are reducing development time is because it is so difficult to tell what kind of cars will sell, either in Japan, in the US or Europe," Mr Wada notes. "Try-

ing to foresee what kind of car will sell can't be done by market research," he says.

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as does 60 per cent of the parts in the Orthia, a station wagon based on the Civic.

But Honda, which did not have its own recreational vehicles until it introduced the Odyssey in late 1994, has been successful even as a latecomer, mainly because of the new concept it introduced into the Japanese market - that of an RV, based on passenger cars.

Unlike RVs based on trucks, Honda's RVs which share engines with the Accord and other passenger cars and use suspensions that offer the smooth steering and comfort of a sedan, have appealed to a growing number of users who want an RV but do not want to drive a truck.

Honda has tried to differentiate its products by spending sufficient time to develop a concept that is unique and that meets market needs.

Whether it is a shorter development time, or bright ideas, that will determine tomorrow's winners, one certainty is that the turbulence in the domestic market has found Japanese car makers competing to improve their skills even more, which in turn, is bound to further raise their competitiveness in world markets.

Prosperity now less assured

Continued from page 1

the country is safe and prosperous. Unemployment, even at its record high, is among the lowest in the industrialised world, and GDP per head is among the highest. And yet, there is a growing sense that the current return to prosperity is less assured than previous economic revivals.

Social strain

If productivity growth continues to fall at its present rate, living standards will start to decline in 15 years' time, according to a projection by Salomon Brothers, the US securities house.

What is certain is that the proportion of people over 65

will rise by nearly 10 percentage points to 27 per cent of the population by 2010, placing huge demands on the government budget and a social strain on the workforce.

The fear is that the existing consensus-based system cannot react fast enough to deliver the reforms in tax, social and industrial policy needed to cope with Japan's accelerating transition to a mature economy.

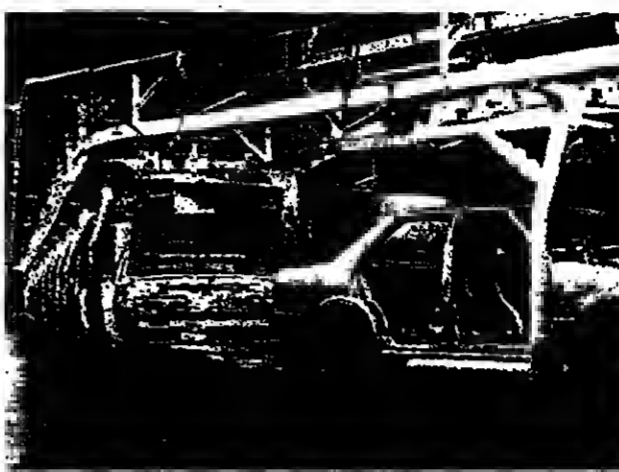
The problems of the future will be different, but the system has not yet adapted. It will be a rocky road.

□ Japan's movers and shakers: personality profiles - see Page 7
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The race is on to cut costs and development time



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4 JAPAN Industrial scene

Energy requirements • By Emiko Terazono

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Although the Japanese government's energy plan calls for the construction of 15 nuclear power stations over the next 14 years...

a fear that the target may not be met.

Some utilities have already abandoned nuclear reactor construction plans...

The problem has been aggravated by last year's leak of three tonnes of non-radioactive sodium coolant...

The public outcry and calls for a permanent closure of Monju in Fukui has been so great...

The handling of the incident by the Power Reactor and Nuclear Fuel Development (PNC)...

Fears over nuclear power have risen in recent years

age caused by the leakage and also failed to report the accident immediately to the municipal government...

The company paid local fishermen Yabu in compensation but was forced to halt purchase procedures in 1993...

The plan has divided residents of Maki, and calls for a referendum heightened in 1994...

platform, that he would support the construction of the power plant.

Mr Sato was forced to resign last year following a request for his recall accompanied by signatures of 10,231 Maki residents.

The new mayor, elected earlier this year, plans to hold a referendum over the nuclear power plant construction next month.

The government fears that a further rise in the anti-nuclear climate will hit the country's nuclear industry, consisting of plant makers, general contractors, heavy industry companies, and leading electronics companies...

Ever since an accident in 1981 at the Mihama FWR plant - located in the north of Kyoto, and built by Mitsubishi for the Kansai Electric Power - plans for FWRs have been non-existent.

New reactors planned for construction in Japan over the next five years have been boiling water reactors, which are made by groups led by Hitachi, and Toshiba...

For the companies, the grass looks greener in Asia, the region's rapidly growing economies are creating demand for electricity, and about 20 nuclear plant projects are being planned in Asia...

Meanwhile, the government has belatedly started to look at other sources of energy. Two years ago, MITI started a programme to promote solar power generation...

Steel industry • By Emiko Terazono

Asian rivals undercut prices

Japan's steel industry is sounding warning bells over the rising threat from international steel producers

Although the gradual recovery of the Japanese economy has helped the country's leading steelmakers - battered by recession and the high yen - back into the black...

A report recently released by the Japan Iron and Steel Federation highlights the rise of China as a leading steel producer, eager to displace Japan from its spot at the top of the steelmaking list.

China aims to boost crude steel production to 106m metric tons by the year 2000, compared to the current 94m metric tons. Under its most recent five-year plan, China aims to increase crude steel production by 2.3 per cent a year...

Growth in demand from the rapidly developing Asian region has presented opportunities for the world's steelmakers, but at the same time the region's manufacturers are also starting to increase capacity. And although, in the past, Japanese steel maintained a premium due to its superior quality...

Marubeni, a leading trading company, recently announced that it would form a joint venture with Daewoo of Korea and a Thai corporation in order to supply low-cost Korean steel to Japanese car and electronics companies...

POSCO, Korea's state-owned steelmaker, has especially started to export aggressively. The company has announced that it will be putting more emphasis on exports to China and south-east Asia this year. With demand in the region expected to rise only slightly this year, Japanese steel companies could see their export revenues displaced as POSCO is poised to take market share...



Employment levels in the steel industry have been cut back drastically

Photos by Ashley Johnson

to supply steel produced in Korea to Japanese manufacturers based in Asia.

In order to counter such trends, Japanese steelmakers have started to follow the car and electronic manufacturers overseas. In the next two years, the country's leading five steel companies are expected to have cold-rolled steel sheet plants in Thailand.

supplying steel to car makers including Mitsubishi Motors, Nissan Motor and Honda Motor.

Meanwhile, the improved quality of Korean and US manufacturers and the high yen have eroded loyalty among domestic steel users which are turning to imports from Korea and other Asian suppliers.

Cost-savings

Amid the adverse climate, the country's steel companies have intensified their efforts to cut costs by personnel reduction, asset sales and debt

reduction. In spite of their problems, the companies have continued to uphold the Japanese traditional management system and have resorted to a freeze on job hiring...

According to UBS Securities in Tokyo, overall employment levels have been cut drastically, from 23,000 in 1992 to 19,000 last year, while the number of workers in the steel divisions have fallen by 25 per cent from 16,000 to 12,000 during the same period.

The reduction of white collar workers have also been large,

with overall white collar employment falling by 20 per cent and headquarters staff declining by 28 per cent. Industry analysts expect further job cuts over the next few years, playing the key role in the companies' efforts to push up profits.

The companies have also started to focus on their balance sheets in order to cut back under-performing assets. The industry's return on assets has been less than 1 per cent over the last 15 years and return on equity only 3 per cent. Although there is a cultural attachment to property, companies are becoming aware of the drain on return on equity by unutilised land and selling cross holdings...

Of the country's leading five steelmakers, cost-reduction programmes at NKK and Kobe Steel have been the most aggressive. NKK reduced its debt by ¥168bn in 1995 to ¥900bn, the first time in 20 years that its debt has fallen below ¥1,000bn. The number of employees in the parent company was cut by 9 per cent and costs by ¥73bn.

In terms of asset reduction, the company freed up 1.6m square meters of land valued at ¥200bn. Although the company is unlikely to sell it at its current value, the proceeds will help its debt reduction effort.

In spite of its damages from last year's earthquake, Kobe Steel is expecting to return to the black this year thanks to job cuts and debt reduction. The company lost production ability of its smaller factory in Kobe and up to 60 per cent at its Kakogawa Works. The earthquake set back the company's restructuring plan scheduled to finish in 1995 to 1997. The company is focusing on improving production procedure in order to increase yields, personnel reduction and cutting operating costs.

Consumer electronics • By Alice Rawsthorn

Computer suppliers move into traditional electronics terrain

The consumer electronics industry is now pinning its hopes on digital video discs which are able to play films at far higher quality than video cassettes

Day after day this summer, dozens of people have squeezed into Sony's showroom in the Ginza area of Tokyo to try out the Glasstor, which went on sale last month as a portable headset that functions like a personal cinema.

The excitement about Sony's new product harks back to the heady 1980s when consumers crowded into the showroom to check out the first generation of video cassette recorders and compact disc players. However, it paints a somewhat deceptive picture of the current fortunes of Sony and other Japanese consumer electronics companies such as Matsushita, Sharp, Sanyo and Toshiba.

Japan's economy may have recovered from recession, but the electronics industry, which led the country's export drive in the 1970s and 1980s, is under intense pressure at home and abroad. It faces fierce competition in its conventional markets from new competitors in other Asian countries, and is threatened by the incursion of personal computer makers into the entertainment sphere.

The industry's difficulties started when the Japanese economy slid into recession in the early 1990s and demand faltered in the hitherto buoyant domestic market. This problem was aggravated by a number of other factors that boded ill for the electronics companies' longer term prospects.

One issue was that cheaper products made by rival manufacturers in fast-expanding Asian economies - notably Taiwan, South Korea, Malaysia and the Philippines - were gaining ground in the Japanese market thereby depressing prices and profitability.

Competition from these new rivals has continued despite the Yen's recent weakness. One leading Japanese manufacturer estimated that 70 per cent of all audio products now sold in Japan come from other Asian countries, against 20 per cent a decade ago. These countries also account for 50 per cent of video cassette recorders and 40 per cent of televisions.

Conversely, the strong Yen has locked the Japanese out of these dynamic markets, and has also made it difficult for them to compete in the established export sectors of North America and Northern Europe. Most companies have tried to counter the rising Yen by sour-

specifications and latterly copyright issues. Matsushita and Toshiba, which had hoped to bring the first DVD entertainment systems on to the market this autumn, may have to delay their launch plans.

However, the overbearing threat facing the consumer electronics industry is the expansion of the computing sector.

Multimedia PCs

First, the success of personal computers has already diverted consumer interest and expenditure away from conventional electronics. More obviously, computer manufacturers are now moving into traditional electronics terrain as the new wave of multimedia PCs combine the functions of TV-sets and audio-CD players with data manipulation and storage.

Almost all the Japanese groups misjudged the potential of the computing sector. When PC sales were poised for dramatic growth in the late 1980s, the prevailing wisdom in electronics was that investment in entertainment software was the key to success.

Matsushita and Sony both made expensive Hollywood acquisitions at the time. The former ended its rocky relationship with MCA last year by selling control to Seagram, the Canadian drinks company. Sony has clung on to the Columbia-TriStar film studio, but has incurred heavy losses.

While these companies struggled in Hollywood, the PC sector went from strength to strength. The electronics groups have tried to compensate by supplying components to computer-makers. This strategy has proved reasonably successful. Components form one of Matsushita's most dynamic businesses. Sony is a leading manufacturer of CD-Rom drives - as is Sharp in liquid crystal display technology.

Similarly, many electronics companies have developed successful multimedia products of their own. The PlayStation video games system is the fastest-selling launch in Sony's history achieving sales of over 4m units in 18 months.

Sony now has high hopes for the Glasstor and for the PC it will introduce this autumn. Meanwhile, Sharp has nurtured a lucrative new market with its Zeuruss personal information tool, a portable communication system expected to increase its sales from 415,000 units in 1995 to 850,000 this year.

However, these successes do not fully compensate for the problems in the rest of the electronics market. After the disappointments of the past few years, Japan's consumer electronics companies now face a tough task if, after decades of being lauded as symbols of the country's industrial rise, they are to avoid being regarded as tokens of decline.

Computer buffs throng Tokyo's Akiba shopping district. Enthusiasm for multimedia personal computers is now diverting interest away from more traditional consumer electronics

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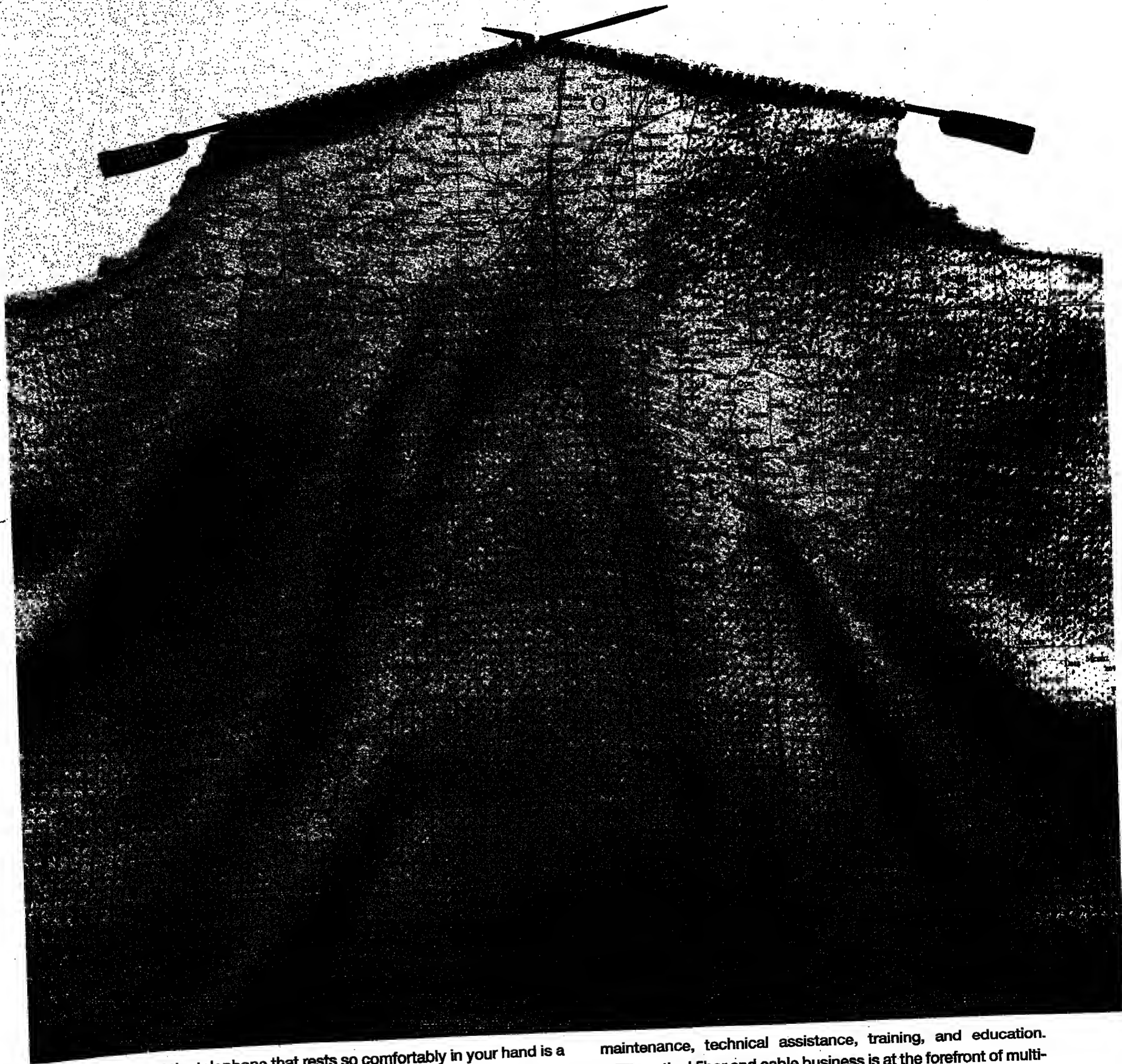
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6 JAPAN Home and abroad

■ Employment • By Emiko Terazono

Breaking with tradition

The squeeze on corporate earnings and increasing pressure to boost productivity have prompted Japanese companies to take a radical look at traditional employment systems

Lifetime employment - where a staff worker remains with an organisation for the whole of the working career, along with seniority-based payment and promotion, are among the factors now being criticised for eroding efficiency and productivity.

In the past, however, Japanese-style management systems were upheld as key factors supporting the country's economic growth. It was widely believed that lifetime employment and seniority payment offered workers security while ensuring the company's stable and loyal workforce. The Confucian consensus-oriented system also meant that employees at the lower end of the corporate hierarchy were still part of the decision-making process, giving them an incentive to participate in the improvement of the work place.

An egalitarian compensation system - where the salary differential between executives and ordinary workers is relatively small - has also helped relations between management and employees.

The system, however, has become a burden on corporations in the recent years as they face slower economic growth. An automatic pay increase for each additional year of employment has weighed on earnings and has also decreased the incentive for productivity and creativity among workers.

Some of the country's leading companies have started to phase-out traditional labour practices. Nomura Research Institute, the think-tank subsidiary of the securities house, and Honda Motor are examples of companies trying to implement a merit pay system where salaries are reviewed every year. Fujitsu, the elec-

tronics maker, has begun tying managers' bonuses to their individual performance.

Meanwhile, Sony, the consumer electronics company, is trying to shift its executive salaries to a more market-oriented system. The company has started to give warrants to its board members - these are securities giving the holder the right to subscribe to a company's stock at a given price, during a given period - in lieu of the annual increase in basic salaries.

The scheme is supposed to give executives more incentive to work for the company's profit growth, which in theory should push up its stock price. It also makes executives more aware of shareholder interests, says Sony. The company's move is in response to criticism that the egalitarian remuneration system stifles creativity and discourages strong leadership.

Some corporate consultants believe that a results-oriented approach is needed at a time when companies are suffering from slow earnings growth. But while some of the more progressive companies have started to turn away from the traditional employment system, they are among a minority.

In a culture where harmony within the group is still a pre-occupation, corporations are reluctant to implement a wage system which could create friction.

Many companies also cite the lack of internal evaluating methods. And with the majority of stable shareholders remaining silent, the push for productivity has been muted. Most companies have been loathe to break the biggest corporate taboo of announcing redundancies, choosing to shift excess labour to subsidiaries



Money dealers under pressure: employment stripes levels among middle-aged men are rising, too, with corporate restructuring

and affiliates, that a liquid labour market is virtually non-existent. The burst of the economic "bubble" in the early 1990s and the ensuing earnings slump has also taken toll on workers in a different sort of way. The pressures of corporate restructuring are even driving middle-aged men to death, as drastic changes in the corporate environment have increased stress among staff.

Suicides by men between the ages of 40 and 59 totalled 6,296, rising 13.7 per cent in the last five years, according to the National Police Agency.

Although, in the past, the goals of corporations and employees coincided with workers being rewarded for loyalty and hard work by a rise within the hierarchy, today's organisational changes have heightened the sense of betrayal among workers.

For female workers, the changes in the economic climate have proved to be especially harsh. Companies are now halting the hiring of "office ladies" whose role has been mainly secretarial, serving tea and taking phone calls.

Japanese companies have traditionally divided roles in the workplace by sex, placing male workers on a "career track" and on the lifetime payroll while giving women lower-ranking jobs.

While some companies have started to open doors to women by accepting them on the career track, the majority of

female graduates have been hired as office ladies. However, instead of marrying and leaving the workforce as they would have in the past, these "office ladies" are now choosing to marry later and staying on at their companies. This has become an overhead burden especially at a time when companies are facing declining profits.

Leading corporations, including Mitsubishi, the trading company, have decided to stop hiring "office ladies" and replace them with cheaper temporary staff from agencies.

Sexual harassment has also become a problem in the face of a harsher economic outlook. With prospects of finding another job declining due to the sluggish economic recovery, more women are reluctant to "blow the whistle" on their colleagues and superiors over sexual harassment. And since employers' concerns have been superseded by labour problems stemming from the recession, dealing with sexual harassment has been given low priority.

The decline in work for women university graduates has boosted the number of incidents involving sexual harassment during job interviews. The labour ministry recently launched investigations into claims that students have been told to come to interviews in mid-skirts, while other job hunters have apparently been refused work due to their physical appearance.



Young people in Tokyo: women in particular can look forward to an increasing range of career opportunities which did not exist a few decades ago - see report on page 9 on wider roles for women as Japanese stereotypes are being dispelled

■ Foreign policy • By William Dawkins

A more robust stand on trade

As a new order begins to take shape in Asia, Japan is shedding its inhibitions

Japan's transition from merchant trader to a nation with wider world interests has not been simple or easy.

Neither is that change complete. And yet the past few years have brought a host of small incremental developments in Japanese foreign policy, which point to a more confident Japan, harder to push around, and motivated by interests that extend well beyond the commercial.

To illustrate the depth of that change, only five years ago, Japan was agonising over a decision to send troops to join United Nations peacekeeping troops in Cambodia. Its critics, mainly in Washington, saw it as a free rider, benefiting from the work of international institutions but making little contribution in return.

Now, one of its diplomats, Mrs Sadako Ogata, is being cited by the US as a candidate for UN secretary general. She is seen, says a senior US state department official, as "eminently qualified" to pursue UN reform. Mrs Ogata's sign of the times, in other fields, such as development aid, Japan has shown over the past year that it wishes to add an intellectual contribution to its financial clout.

Japan's attempt to redesign the comfortable cold-war model of foreign policy is part of a profound change of identity. For 40 years until the early 1980s, foreign policy was a simple matter because it barely existed. During that time, Japan followed the US political and security lead.

While some companies have started to open doors to women by accepting them on the career track, the majority of

nism in Asia. At first, the end of the cold war did little to change that situation. But gradually, policy makers on both sides realised that the collapse of the Soviet Union had thrown that cosy interdependence open to renegotiation.

The economic part of the US-Japan relationship was the first to be tested. A tougher Japan was evident in the economic framework talks in 1993, designed to curb the Japanese trade surplus. Those talks, marked by Tokyo's refusal to accept US demands for import targets, were the starting signal for a series of confrontational trade negotiations, leading to a remarkable compromise by the US in last year's car trade dispute, in which Japan gave away almost nothing.

Reactions Today, the Liberal Democratic Party government under Mr Ryutaro Hashimoto, whose popularity owes much to his tough line in the car talks when trade minister last year, is now holding out against US demands on access to the semiconductor and photo film markets. Most policy makers, apart from some anxious senior officials in the foreign ministry, welcome this more robust trade stance and want to see it continue.

Security and defence was the second and much more sensitive aspect of the US-Japan relationship to be renegotiated. Both sides' defence ministers concluded in Asian security reviews last year that the end of the cold war had in fact made the region no safer. The threat of a global war between the US and the Soviet Union had given way to a new and less predictable series of problems: a patchwork of potentially very dangerous local Asian disputes and wobbly changes of regime.

Top of Japanese defence planners' list of regional headaches are the transition of power in China and its territorial ambitions for Taiwan and

the disputed Spratly islands, the shock waves from North Korea's likely implosion and Russia's political future.

That is why all seemed plain sailing towards an agreement to set aside trade rows and reinforce the defence alliance at a US-Japan summit last year, until, as is so often in foreign policy, a surprise incident intervened.

Last September's rape of a schoolgirl in Okinawa - for which three US servicemen have since been convicted - stirred up the most intense Japanese public criticism of the US military presence in 30 years. At first, politicians on both sides were taken by surprise.

Local anger in Okinawa, the biggest US base in Asia, was as much against the Tokyo government, seen to have exploited the island by placing the lion's share of the US forces in Japan, as against the US-Japan security treaty. But the tragedy also provoked a wider debate over the desirability of the treaty and its price: 47,000 US troops in Japan at an annual cost to taxpayers of \$5.5bn.

In the event, Japanese public opinion swung back in favour of the US alliance, nudged into place by the salutary reminder of Japan's vulnerability provided by last spring's Chinese missile tests across the straits of Taiwan.

Thus, president Bill Clinton and prime minister Hashimoto were able to agree at their April summit on a significant extension of the treaty, under which the US would maintain the number of troops in Japan and the Japanese military would, for the first time, offer logistic help in peacetime. In an important gesture towards Okinawan sensitivities, the US also agreed to close an air base there and move its functions to other US air bases on the island.

The accord went less far than US defence officials would have liked. They wanted logistic help in war, for example. But the issue of what role Japan should play in any Asian

regional conflict, beyond defending its own territory, remains the subject of a divisive internal debate.

There is an uneasy balance between the desire to make a greater contribution to international security, as argued by reformers like Mr Ichiro Ozawa, leader of the opposition New Frontier Party, and the need to avoid stirring more unhappy memories of the imperial past among Japan's Asian neighbours, a key concern of the foreign ministry.

A third change in Japan's post-cold war foreign policy has been highlighted over the past year. There has been a growing sense of independence from the US, a sense that Japan has an alternative Asian view of the world to offer. Asia has long been critical for trade reasons, as shown by the 60 per cent of Japan's foreign aid which goes to the region's developing economies, but wider interests have recently come into play.

Asian role Japan's tentative attempts to play a greater role in Asian can be seen in the role it played as chairman of the Asia-Pacific Economic Co-operation council last year in seeking to bridge US and Asian views in a critical debate on regional integration.

This ambition can be seen in the attitude Japan has taken to Burma, where Japan has resumed aid before western countries - admittedly a policy for which Tokyo has been criticised by the Burmese opposition for continuing to put commercial interests first.

It can also be seen in the vigour with which Japan is seeking to persuade a reluctant US that China should be permitted entry into the World Trade Organisation.

In short, as a new order begins to take shape in Asia, Japan is shedding some past inhibitions. The nation has emerged as a more active player, prepared to set more of its own strategy, with less heed to outsiders.

■ Disaster city slowly rebuilds • By Alice Rawsthorn

Kobe's battle for recovery

Many signs of the earthquake have been erased, but empty lots remain across the city

Glancing around the central square of Sannomiya, the commercial district in the heart of Kobe, it is hard to see why the bustle of office blocks, department stores and building sites should be different from any other prosperous Japanese city.

Yet it is only 18 months since Kobe and the surrounding Hyogo region were devastated by the Great Hanshin-Awaji earthquake, the worst catastrophe to hit Japan since the second world war. More than 6,000 people died, 35,000 were injured and 600,000 buildings were damaged or destroyed including the Kobe newspaper office which once stood opposite the Sogo department store in Sannomiya, and the city hall, now scaled down from an eight-storey building to two floors.

The Hyogo Prefectural Government has since initiated a reconstruction plan to repair the ¥10,000bn damage caused by the quake. The most visible signs of the disaster have been erased, but there are still empty lots all over Kobe and more than 40,000 people living in temporary homes. The authorities are desperately trying to balance the need to return the city to normal with the hope that they can use the reconstruction programme to modernise the local economy.

Before the earthquake, Kobe was best known as the home of the first wave of foreigners

who settled in Japan in the 19th century. It was also famous as Asia's largest container port and as the location for some of Japan's leading steel mills, ship building plants, consumer electronics factories and sake breweries.

Although the local economy was fairly buoyant before the quake, the long-term outlook was less reassuring as many of Hyogo's industries, notably steel and shipbuilding, were in decline. Its consumer electronics plants faced fierce competition from new producers in lower-cost Asian economies, and even the port was losing trade to rival harbours in Hong Kong, Singapore, Taiwan and South Korea.

"The local authority recognised that it had a problem in the traditional industrial base,

before the earthquake," said Mr Satochi Maekawa, senior research officer at the Daiwa Research Institute in nearby Osaka. "It had a latent intention to make changes, but the earthquake has speeded things up."

After the disaster the first priority was to repair the damage done to Kobe's homes and businesses. Japan's construction companies, including Obayashi, which is headquartered in Osaka, shipped teams of workers and equipment into Hyogo to tackle that task. The railway network was repaired within five months and most of the roads are now usable, although the work on the Hanshin expressway, which became the most visible symbol of the tragedy when pictures of its collapsed pillars

were emblazoned across the international media, will not be completed until late September. Meanwhile, the journey from Kobe to Osaka takes 90 minutes along local roads, compared with 20 minutes on the expressway.

Many of the schools and hospitals in Hyogo are modern buildings which were sturdy enough to survive the earthquake intact. Other public buildings, including the city hall, were badly damaged, but many have now been repaired, and the chief concern of the local authority is providing permanent housing for the people whose homes were destroyed in the disaster.

Unlike Tokyo, Kobe was not previously prone to earthquakes, so relatively few residents were insured against them. Some people had enough money to rebuild or repair their own homes after the quake, but others did not and have been forced to go into temporary housing. This problem was aggravated by the fact that the most vulnerable buildings were the traditional wooden houses which were largely inhabited by elderly people living on tiny pensions with sparse savings.

Some 42,000 people are still living in cramped temporary housing in the Kobe region and another 150,000 have moved outside the area.

After months of discussion, the Hyogo authorities have finally reached an agreement with the national government whereby the latter will provide 75 per cent of the cost of constructing 38,600 new housing

Continued on facing page

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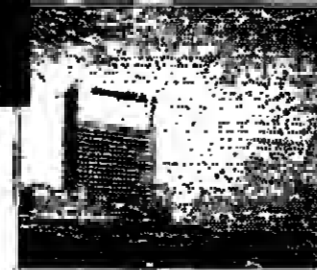


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Personality profiles: movers and shakers in Japan

Hashimoto wins support on overseas initiatives

But his influence in domestic issues is limited, writes Emiko Terazono

Ryutaro Hashimoto, Prime Minister

The darling of Japan's middle-aged housewives, Mr Ryutaro Hashimoto, is the first Liberal Democratic Party prime minister since his party lost its 39-year reign in 1993 and is known as a fearless international trade negotiator.

His ability to take international initiatives in issues such as the US and car exports has won him support from the public and the country's bureaucrats.

Recently he succeeded in obtaining an agreement by the US to give back an air base in Okinawa. Successful negotiations with the US boosted approval rates in the polls.

In domestic affairs, however, his influence seems to be more limited. Parliamentary politics is one of Mr Hashimoto's weaker points.

Mr Seiroku Kajiyama, the chief cabinet secretary has taken on that role of striking tactics with the opposition party. Mr Kajiyama's strong-arm tactics helped the ruling coalition bulldoze its way through the Jusen housing loan debacle. Even in his own

party, Mr Hashimoto's inability to forge close relationships with fellow party members is said to hamper his full leadership potential.

Mr Hashimoto's next political hurdle will come later this year when the government will try to obtain parliamentary approval to oblige 3,000 land owners in Okinawa to renew leases - due to expire next May - on land occupied by the US military.

Mr Hashimoto cannot afford to let these leases expire since Okinawa is the largest US base in Asia, as well as being strategically important to the US-Japan security alliance.

Ichiro Ozawa, leader of opposition

Ever since Mr Ichiro Ozawa was elected the leader of Japan's main opposition party at the end of last year, he has frustrated allies and surprised opponents with his lack of political achievements.

Mr Ozawa, who became a self-proclaimed reformer after he left the Liberal Democratic Party in 1993, was long regarded as the shadow shogun - a backroom operator and revered 'king-maker' of the Reformist Party.

However, as head of the New Frontier Party, Mr Ozawa has been ineffectual and is said to have become increasingly isolated within his own party. Those who had hoped for a

showdown between Mr Ryutaro Hashimoto and Mr Ozawa - both originally from the same faction within the Liberal Democratic Party - have been disappointed.

Mr Ozawa failed to orchestrate a successful attack over the government's liquidation plan for the bankrupt Jusen housing loan companies, and the opposition party resorted to blockading the entrances of the parliamentary committee room to prevent voting.

In spite of Mr Ozawa's reputation as being a strong leader, the opposition party nevertheless seems to be in the danger of breaking up.

At a time when the New Frontier Party needs to be preparing for a general election which must be held by July, party members - critical of Mr Ozawa - are threatening to leave.

Mr Ozawa himself has announced the opposition party's possible support in parliamentary matters and seems to be trying to form an alliance with his old nest, the LDP.

Naoto Kan, health and welfare minister

Mr Naoto Kan, health minister, showed the Japanese public that the country's intractable bureaucrats can, after all, be controlled. A member of the Liberal New Party Sakigake, he managed to uncover informa-

tion on what lay behind the infection of 1,900 haemophiliacs in Japan with Aids-contaminated blood in the 1980s.

Mr Kan, a 49-year-old former civil rights activist, has redefined the role of cabinet minister, proving that politicians can rule instead of reign.

Although previous health and welfare ministers also questioned the ministry's involvement into the distribution of Aids-contaminated blood clotting agents in the 1980s, they were met with a wall of silence by ministry officials.

Mr Kan, however, ordered the ministry to set up a special investigation group to unravel the past discussions and decision-making.

The group mysteriously came up with notebooks which had been "lost" over the years. His manoeuvring indicated that bureaucrats will follow orders if a minister gave them a highly specific mission.

The revelations have led to an official apology by the government and pharmaceutical makers, and a compensation agreement between the state, pharmaceutical companies, and the victims.

The resolution of the HIV debacle has made the enterprising health minister "the man most wanted as prime minister" - and he has now indicated an interest in teaming up with other young liberal politicians to form a new party ahead of the general election.

Masayoshi Son, president of Softbank

Dubbed the "Bill Gates" of Japan, Mr Masayoshi Son, the 36-year-old head of Softbank, a software distribution and publishing company, has recently shaken Japan's media establishment with his venture with Mr Rupert Murdoch of News Corporation.

Mr Son has never been a conventional Japanese businessman. After leaving for the US during his high school years, he developed the world's first 'translation machine' as a student at University of California's Berkeley campus and bought a game centre with the \$1m he made from selling the rights for the system.

He shook Tokyo's financial community last year by raising funds on the corporate bond market without appointing a trustee bank, where a financial institution guarantees the bond and takes on the paperwork. The trustee bank system, only seen in Japan, has been widely criticised by corporate bond issuers and brokers.

Mr Son may not need the help of the trustee banks, but he certainly listens to the advice of a network of former officials at Nomura Securities and the ministry of finance.

His venture into television with Mr Murdoch's financial step into the multimedia arena and follows his purchase of Ziff-Davis, the US publishing company, and his link-up with Yahoo of the US in an Internet joint venture.

Nobuyuki Idei, president of Sony

For some Sony watchers, the appointment last year of Mr Nobuyuki Idei, as one of Japan's most important companies, came almost out of the blue. However, as president and chief operating officer of Sony, Mr Idei, has managed to lift spirits at the consumer electronics company, which has started to regain its sparkle. He is trying to turn Sony into a company which can identify with a new generation

of consumer electronics users whom he dubs the "digital dream kids," and has pledged support for young talent and more research and development in software, networks and information technologies.

Speaking fluent English and French - and speaking his mind - Mr Idei is known for his "un-Japanese" character. While some critics identified him as the protégé of Mr Norio Ohga, his predecessor, he has shown that he was ready to push ahead with his own ideas, dispensing with the services of Mr Michael Schulhof, then head of US operations who was said to be close to Mr Ohga.

Mr Idei faces the challenge of changing more than the conventional product lines at Sony. The company, which was regarded as a young maverick company until the 1980s, has become a sprawling bureaucratic organisation, the sort of company from which its founders sought to differ.

Hiroshi Okuda, president of Toyota Motor

Mr Hiroshi Okuda, who was appointed as president of Japan's largest car maker last August, is the first outsider of the founding Toyota family to take the helm in 28 years.

Mr Okuda took over from Mr Taisuro Toyoda, who was hospitalised for hypertension. Although members of the founding family are expected to eventually return to head the company, the injection of new blood at the top has proved a large success at Toyota.

While Mr Okuda's appointment has not led to a significant change in strategy or corporate style, his background in sales has helped boost morale of Toyota's distributors, whose loyalty to the company is said to have been waning under Mr Taisuro Toyoda, an engineer.

Mr Okuda has taken on a broad range of responsibilities since he joined the company after graduating university, from the supervision of Asian and North American operations to the management of financial matters. He speaks fluent English and enjoys playing mah-jong. He is also known for his candour and humour.



Mr Hashimoto: reputation for being 'a fearless trade negotiator'



Masayoshi Son of Softbank: far from conventional; Ichiro Ozawa, opposition leader, self-proclaimed reformer



Hiroshi Okuda of Toyota Motor: candid and humorous; Nobuyuki Idei of Sony: pledges support for young talent



Restoration work was begun immediately on crumpled highways



Naoto Kan, health minister: he has broken down walls of alliance

Disaster city rebuilds

Continued from page 6

units. Another 50,000-plus homes will be built by private sector developers and housing corporations.

Progress is slower in the commercial property sector where, despite the recent pick-up in the Japanese economy, developers are still nervous about investing in new office blocks and factories. Mr Katsuko Shikata, head of planning in the reconstruction division of Hyogo Prefecture, said that construction work was either already scheduled, or under consideration, for just 23 of the 60 commercial buildings destroyed in Sannomiya.

"Many of the larger local companies moved to Osaka after the earthquake and don't plan to come back," he added. "And developers are worried about finding enough tenants to fill the new buildings."

Nonetheless, the Hyogo Prefectural Government is pressing ahead with its plans to use the reconstruction programme as a way of modernising the economy. In the container terminal, for instance, one reason why Kobe had lost business to other Asian ports was because its berths were too small to accommodate huge new vessels. The largest of the old berths were 14m deep, eight metres wide and 15m, and the smallest of the old berths will not be replaced.

Similarly, the authorities are trying to reshape Hyogo's industrial base by drawing more companies in fast-expanding areas, such as multimedia and advanced electronics. Mr Shikata admits that there is no evidence to suggest that such companies are moving into the region. However, the Ministry of Post and Telecommunications plans to set up a Kobe International Multimedia and Entertainment City, which will include research and education institutes, to provide a hub for them.

The Hyogo Prefectural Government has mooted other proposals for a new conference centre, an import shopping complex and an enterprise zone on a reclaimed island in Kobe's harbour, but the region's finances are already severely strained.

Privatisation • By Alice Rawsthorn

Accident-prone plan

The stock market's recovery has prompted the finance ministry to dust down its ideas

It is scarcely surprising that the Tokyo financial community's reaction to the news that the Japanese government is recommencing its off-delayed privatisation programme has been far from enthusiastic.

So far, Japan's attempts at privatisation have been at best, accident-prone. The first of this year's issues is the sale of the shares in Japan Tobacco (JT) which were left unsold after that company's initial public offering two years ago. The next candidate for sale, the JR West railway company, should have gone public last year, but was forced to abandon its plans after the Kobe earthquake.

Other proposed state issues have also gone on ice because of the sluggish state of Japan's stock markets. However, the market's recovery since last summer's four-year low - coupled with the need to reduce central government debt - has prompted the finance ministry to dust down its privatisation plans. Will its efforts be more successful this time?

"The reason why the government is so keen on privatisation again is concern about budgetary conditions," says Mr Kunji Okue, economist at Dresdner Kleinwort Benson in Tokyo. "The economy has recovered, but only gradually. The equity market has improved, but it is questionable whether it can swallow so many new issues."

The first test of the market's capacity will come to a head at the end of this month when the new tranche of JT shares start trading.

up for sale in 1994, but only two-thirds were sold. This spring the ministry of finance unveiled proposals to sell the remaining 372,980 shares.

Significantly, the ministry departed from its past policy of fixing the share price after auctioning the stock among domestic institutions, in favour of a book-building exercise, whereby its advisers recommended a price after consulting prospective investors. Past auctions had been followed by falls in the share price. The ministry also set a precedent by appointing a foreign adviser, Goldman Sachs International, the UK arm of the US investment group, as well as Nomura Securities, one of

Japan's most powerful banking groups.

The share price that the government and its advisers finally decided upon was ¥215,000, a slight discount to JT's market price, which should ensure that the issue yields a total of ¥222bn. The final details of the sale were announced in mid-June and the new JT shares will start trading at the end of July.

The next privatisation prospect is JR West, one of the six passenger railway companies created in 1987 when the state split up the old Japanese National Railways (JNR) network. JR West, which had operating revenues of ¥874.2bn last year, is the second largest of the six divisions and covers a region of western Japan including the busy lines between Tokyo, Osaka and Kobe.

The government has long been anxious to privatise all six passenger railway companies, not least because it is eager to pay off the ¥27,600bn debts left by JNR's abolition which were transferred in 1987 to a specially created company, the JNR Settlement Corporation.

Initially the corporation had hoped to pay off part of those debts by selling the land it took over from JNR, but that plan has been impeded by the

Advertisement for NYK Line with the headline 'BORDERLESS' and 'Wherever people live, NYK delivers.' It includes a large image of a ship and contact information for various global offices.

8 JAPAN

Organised crime • By Gerard Baker

Moving out of the shadows

Connections with the 'yakuza' have played a big role in Japan's financial problems of the last four years

Organised crime has long been a central feature of Japan's distinctive version of the free market economy. The yakuza, tattoo-infested, punch-perm coiffed gangsters, numbering as many as 80,000, are a significant element of the statistically less well-documented parts of the economic system.

In the big cities, Osaka, and Tokyo especially, they have long enjoyed a virtual monopoly over the usual underworld entertainment staples - prostitution, gambling, illicit drinking.

Safely in control of their underworld, the yakuza have generally been left unmolested by a police force who have often seen them as useful extra pillars of social stability and order.

As long as they seasoned their less-savoury activities with a sprinkling of "good works" - a bit of assistance for the under-privileged in their neighbourhoods, conspicuous donations to local charities - they could carry on their core businesses in whatever peace their fierce inter-gang rivalry would allow them.

But in the last few years, their search for more sophisticated and lucrative forms of self-expression have begun to bring them out of the shadows of Japanese society.

The process has revealed some distinctly unattractive truths about Japan that the authorities would much rather remain hidden away still - not least because they demonstrate the occasional intimate relationship between criminals and the supposedly respectable business establishment.

Yakuza long ago realised the financial potential buried in Japan's secretive business world. A popular source of

with an expensive condominium in the property that would be raised just months later. But the developers would pay for the Faustian pact. The yakuza were so useful that they became indispensable. Several companies about company directors were happily paid off. Many supposedly respectable companies were bappy to pay up, rather than lose face.

But as with many entrepreneurial Japanese, it was the real estate boom of the late 1980s that set the pulses of the gangsters racing. As land prices rose sharply they sensed an opportunity to break out from their high-risk, low-yield semi-felonious activities. Within a few years they had slotted themselves into a wide range of property market niches, most often with the help of more established enterprises.

The most direct form of yakuza property market activity was *ji-oge*, a term that means, literally "land-raising". The euphemism referred essentially to bullying tactics employed by yakuza at the behest of property developers.

Land is scarce in Japan's big cities, and as the "bubble" of land prices began to inflate the pressure on developers to find new land for building intensified. But the jig saw puzzle layout of plots of land in urban Japan made the task difficult. Developers had to buy up each parcel of land from sometimes stubborn owners, before they could build something suitably large to endure real profits.

That was where the yakuza came in. Companies would hire mobsters to "persuade" the landowners to sell. If respectable business establishment.

Yakuza long ago realised the financial potential buried in Japan's secretive business world. A popular source of

earnings for them in the past was corporate blackmail: they would threaten to disrupt shareholders' meetings with uncomfortable revelations about company directors unless they were happily paid off. Many supposedly respectable companies were bappy to pay up, rather than lose face.

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Attempts to recover non-performing loans from companies with gangster connections, were not often successful. Several bankers paid dearly for their involvement; most, however, were too scared to press their claims, and loans were written off.

The ever-resourceful gangsters have found new ways to exploit the collapsing market for their own ends. A favourite technique in current vogue involves the *yakuza* in a form of squatting. They identify buildings used as collateral for loans on which interest payments have long since stopped. Banks' attempts to recover the money through a sale of the property suddenly get nowhere - no-one wants to buy a building occupied by an unwith a penchant for sword-play with parts of their rivals' anatomies. Their various activities in the property market mean the *yakuza* have

played a crucial role in the country's financial crisis of the last four years. Raisuuke Miyawaki, once a senior policeman, now a private-sector adviser on organised crime, estimates that the *yakuza* are involved in at least a tenth, and possibly a third, of Japan's total ¥50,000bn-worth of non-performing loans. As a result, he says, mobsters have taken on new significance in the economy.

"The upshot of these ties is that *yakuza* began to grow out of their inferiority complex that they were members of the underworld. Instead, they began to develop a superiority complex vis-a-vis the country's financial institutions, since they felt they had looked out for these firms during the bubble economy," he says.

Police estimate that a large number of some of the biggest creditors of failed financial institutions in Japan are mob-run or influenced. Several of them even used connections with politicians to help smooth their path in the days of the bubble economy.

The sanguine view is that with the collapse of the bubble, their activities have been forced out into the open, where their lifestyle will not flourish.

Rarely have the Japanese media covered in such daily detail the nefarious antics of organised crime as in the last few months. Prosecutors and the police have said they will redouble their efforts to bring them to justice.

But a less rosy view says that, on the contrary, the events of the last decade have demonstrated just how deeply enmeshed in the mainstream of Japanese life gangsters have become.

Their tendency to pursue their interests through threats and violence gives them great power in a largely peaceable society. Even the optimists do not expect them to retreat back into their underworld.

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Yakuza long ago realised the financial potential buried in Japan's secretive business world. A popular source of

Political scene • By William Dawkins

The circle is complete

The return to power of the Liberal Democratic Party marks an almost comforting return to the natural order of things

Japanese politics has moved full circle, from the partial collapse of the old order to its return to power.

The circle was completed when Mr Ryutaro Hashimoto, leader of the conservative Liberal Democratic Party, became prime minister in January, putting the LDP back on top for the first time since its 39-year-old monopoly in power was broken with the loss of a general election in 1993.

The new government, which believes in fiscal expansion, in taking deregulation at a moderate pace, and is a keen upholder of the security alliance with the US, is popular. And Japan's gathering economic recovery adds to the festive factor.

During the first few months of office, Mr Hashimoto won the highest opinion poll ratings - just over 60 per cent - of any LDP prime minister since the legendary Mr Kakuei Tanaka in 1972-1974.

Even after the end of his political honeymoon, Mr Hashimoto now commands a respectable 40 per cent support.

In the next general election, likely late this year or early next, the LDP is widely expected to increase its number of seats in parliament.

The opposition New Frontier Party, a group of LDP rebels, loosely agreed on the need for economic deregulation and a more internationally assertive Japan, is meanwhile trailing with around 10 per cent of the vote. Its argument is to be able to offer a stronger message.

Cynics might be forgiven for thinking that the radical changes that seemed in prospect three years ago have come to nothing.

Then, the old style of back-room government by party faction appeared to have given way to a generation of younger politicians, who promised to create a more open democracy, to push for economic deregulation and put consumers, rather than producers, on top.

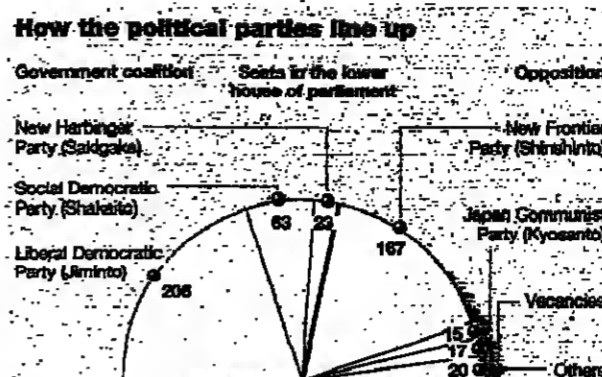
The LDP's fall was then seen by its own members - as well as opponents - as a punishment. The electorate was disillusioned with the whims of LDP factions, felt to be remote from their own aspirations. Voters were fed up with a long series of political corruption cases and with an economic status quo that ensured that Japanese prices were the highest of any advanced economy.

In the event, reality was more subtle. There was a ritual element to the LDP's punishment, which made the damage to the old system look greater than it really was. The new order simply failed to dominate.

The first post-LDP government, a coalition of reform-minded LDP defectors under Mr Morihiro Hosokawa, a young former provincial governor, appeared to have a strong mandate for change.

His deregulation programme was liked both by the Japanese - Mr Hosokawa was the most popular prime minister in the country's history - and by foreign governments, which believed that the new Japan would quickly dismantle trade barriers and sink in more foreign imports.

But Mr Hosokawa lasted barely eight months. Allegations of personal financial impropriety, stirred up by former LDP colleagues, caused the aristocratic Mr Hosokawa



The main political parties

Liberal Democratic Party: Formed in 1955, mainly conservative, but includes a young generation of politicians and significant reform. Conservative leader: Mr Ryutaro Hashimoto.

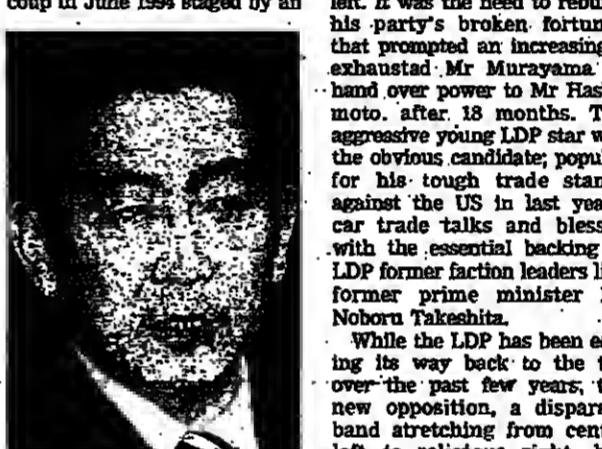
Social Democratic Party: Formed in 1965 as the Japan Socialist Party, but changed its name in 1994. The party is on the point of being broken up and reformatted as a centre-left European-style social democratic party, possibly with other like-minded politicians from the coalition and opposition. Leader: Mr Tomihiko Murayama.

New Frontier Party: Formed in June 1994, this coalition LDP splinter group is looking for a partner. Its number two, Mr Yukio Hatoyama, is seeking to form a new reform-minded party before the next election, possibly with former members of the SDP. Leader: Mr Mitsuyoshi Tabuchi.

Japan Communist Party: Formed in December 1994, this left-wing, anti-nuclear party is seeking to attract voters from the LDP. It is a party of politicians who joined the party in the past few years of political fragmentation by leaving the LDP in spring 1993, depriving it of a parliamentary majority. Its new programme is to elect itself. Leader: Mr Ichiro Ozawa.

relative novice to national politics, to lose patience and resign. The government coalition limped on for another two months under the likeable but uncharismatic Mr Taniyama Hata.

The Hata coalition succumbed to a parliamentary coup in June 1994 staged by an



Mr Hashimoto still commands 40 per cent poll ratings

extraordinary new alliance, a marriage of convenience of the LDP and its traditional foe, the left wing Social Democratic Party.

The socialists' price for forming a government with the LDP was to have their own leader, a former fishing union official, Mr Tomihiko Murayama, as prime minister.

Power also came at great cost for the socialists. In deference to its larger coalition partner, the SDP had to abandon

all its most important policies, such as condemnation of the US-Japan security alliance, its former support for communist North Korea and its resistance to sales tax.

The party's supporters fled, many to the Japan Communist Party, the only left wing group left. It was the need to rebuild his party's broken fortunes that prompted an increasingly exhausted Mr Murayama to hand over power to Mr Hashimoto, after 18 months. The aggressive young LDP star was the obvious candidate; popular for his tough trade stance against the US in last year's car trade talks and blessed with the essential backing of LDP former faction leaders like former prime minister Mr Noboru Takeshita.

While the LDP has been edging its way back to the top over the past few years, the new opposition, a disparate band stretching from centre left to religious right, has attempted to put together a single party organisation capable of challenging the government. The result has, to date, been poor.

The remnants of the Hata and Hosokawa coalitions, nine small parties, got together in late 1994, amid a great publicity fanfare, to form the opposition NFP. But the new party has ever since been torn by internal disputes between three factions; those loyal to Mr Ichiro Ozawa, the party's strategic mastermind, whose robust personal style is criticised as un-Japanese; followers

of Mr Hata and Mr Hosokawa; and allies of the Komeito clean government party, which is close to a powerful Buddhist group called Soka Gakkai.

These rivalries have paralysed the opposition's ability to make policy. It is seen by critics as no more than a fragmented group of former LDP politicians, whose ideas are indistinct from the ruling party. The logical consequence, seen by political observers as likely, would be for some senior members of the opposition to rejoin the LDP after the next election.

If so, that would bring modern Japanese politics more or less back to where it started in 1955, when the LDP was formed as an alliance of two conservative groups. And yet, at the same time, there have been two kinds of real change over the past few years:

First, parliament managed to agree in late 1994 on a new electoral system for the lower house of parliament, designed to encourage politicians to woo voters with votes, rather than the cash handouts and public works projects of traditional constituency electioneering.

The aim of the new system, to be tested for the first time at the next general election, is to rebuild public confidence in politicians.

The original plan was much watered down in the nearly five years required to achieve agreement from understandably reluctant members of parliament, fearful of losing their jobs - and there is a risk that it could be further diluted before the election.

But the new system, as it now stands, does tip the balance away from the old regime, in which large districts would provide seats for up to six candidates, some of which would come from the same party.

The lower house is to be reduced, at the next election, from 511 to 500 seats, of which 200 will be chosen by proportional representation and 300 by direct vote in a single-seat constituency.

Under the old rules, a candidate could win a seat with as little as 10 per cent of a multi-seat constituency vote; now he will have to win at least twice that proportion of votes.

Second change is the emergence of an increasingly vocal young urban electorate, keen on deregulation and a better deal for consumers.

These new voters are impatient with the political establishment, as shown last year, when two outsiders, a former sitcom actor and an ex-comedian were elected as governors of Tokyo and Osaka, the top jobs in local politics.

In the run-up to the next election, politicians on all sides will be fighting to attract that protest vote. That, in itself is a change from the older order, when the secret of getting in to government was to cultivate rice farmers.

Trading losses • By William Dawkins

Fears over risk management

Company Name	Sector	Loss, Yen	Investment area	Year
Sumitomo Corp. Futures	General trader	196	Copper	1996
Daiwa Bank	Banking	110	US bonds	1995
Nippon Sanso	Oxygen	11.9	Currency derivatives	1995
Kashima Oil	Oil	152.5	Foreign exchange	1994
Tokyo Securities	Securities	32	US bond options	1994
Showa Shell	Oil	168.3	Foreign exchange	1993
Nippon Steel Chemicals	Chemicals	13.9	Foreign exchange	1993
Dai-ichi Kangyo Bank	Bank	3	Foreign exchange	1991

Executives are worried that unexploded financial bombs could be laying undetected in Japanese companies

Japan's latest corporate catastrophe, the \$1.6bn copper trading loss in June at Sumitomo Corporation, one of its most venerable trading companies, exposes wider weaknesses in corporate controls. That, at least, is the belief of a senior executive at a Japanese securities group, who argues that the loss - by one of the most conservatively managed of the country's top companies - illustrates a general deficiency in Japanese risk management.

Certainly, Japan has notched up a significant roll-call of financial catastrophes in recent years. They include

Daiwa Bank's ¥110bn loss on US treasury bonds last year, a ¥152bn foreign exchange loss by Kashima Oil in 1994 and Showa Shell's ¥156bn foreign exchange loss in 1993, not to mention the thousands of billion of yen of dud domestic property loans now being written off by the banks.

One factor in Sumitomo's loss was the culture of personal trust, ironically part of the team ethic that makes corporate Japan so strong, and very deeply rooted in this 400 year group, once a copper refiner in early 17th century Kyoto. Trust in this case was vested in Mr Yasuo Hamanaka, 48, given sole charge, over the past 10 years, of the world's largest copper dealing operation.

His losses may have been covered up for a while by senior managers, as allegedly happened in the case of Mr Toshitaka Iguchi, Daiwa's former New York bond dealer. Merrill Lynch, the US securities house which handled some of Sumitomo's copper accounts, maintains the payments were properly authorised. The group denies a cover-up. Even so, metal traders in Tokyo assume that the faith of Mr Hamanaka's managers

Continued on next page

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The Financial Times plans to publish a Survey on

IMF/World Bank:

World Economy & Finance

on Friday, September 27.

- To coincide with the IMF/World Bank meetings in Washington in 1996
- Special distribution to 6000 delegates at the meeting
- New emerging markets section.

The FT is judged as the world's most important financial publication worldwide. Source: IBE Bank Survey 95.

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FT Surveys

The Bubble has Burst

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ديزانت الاصل

JAVICO USA

Stereotypes being dispelled

Japanese women seek an increasing range of opportunities which did not exist a few decades ago

When Atruko Toyama joined the Ministry of Education in 1962, she was one of just three women accepted by the ministry as career bureaucrats.

Japanese women have come a long way in the past 30 years. In 1983, Ms Takako Doi became the first female speaker of the Lower House and today there are 40 women in the education ministry who are on the career track.

Women are active in just about every walk of life and have made a distinct mark in many fields from domestic politics to international diplomacy and private business.

Perhaps the most internationally-renowned and respected Japanese woman today is Sadako Ogata, UN High Commissioner for Refugees.

Ogata has been described by Nicholas Burns, US State Department spokesperson, as one of the most capable public officials in the world and a strong candidate to become the next UN secretary general.

But what strikes most people when they meet Ogata is her smallness, her open nature and her charm.

Born in 1927 in Tokyo, Ogata, whose father and grandfather were both diplomats, spent a good part of her childhood years abroad, in the US and China.

After graduating from the University of the Sacred Heart in Tokyo, she studied international relations at Georgetown University and received a master's degree in political science from the University of California at Berkeley.

Although she has a high profile role as top UN official responsible for refugees that had previously been the preserve of the white male establishment, Ogata professes never to have

sought the job. Yet it is clear from her courage in risking danger to go into the field, her willingness to expose herself to criticism by adopting unprecedented measures and the sheer energy she brings to the job that Ogata is totally dedicated to her mission of helping the tens of millions of refugees throughout the world who depend on the UNHCR.

Her reputation is formidable, as a strong leader, a thinker and a humanist who has restored morals at the UNHCR and made it one of the most open agencies of the UN. At the same time, although Ogata has had to leave her family behind in Japan, her friends know her as a dedicated mother and wife.

Toyama at the Ministry of Education is another diplomat who has succeeded in achieving the difficult task of the balancing the requirements of career and family. Although she is more than ten years younger than Ogata, the soft-spoken Toyama who has a gentle but firm manner, remembers her parents' dictum that she should raise a family as well as pursue a career to contribute to the good of society.

She has succeeded in achieving both objectives her parents set her. Having risen through the ministry's ranks to become commissioner of the Cultural Affairs Agency, Toyama has been named Japanese ambassador to Turkey, a post she will take up next month. She is the sixth female ambassador in Japanese history.

It is perhaps fair to say that Japanese women have to work harder than most men not only in order to win recognition in male-dominated organisations but also to dispel stereotypes about what is expected of a woman or how she is likely to behave.

Toyama notes that her appointment as a career bureaucrat also forced her male colleagues in the ministry to deal with a new and unfamiliar situation. "I came up against many difficulties that men would

not have experienced," she recalls. But she did not allow the expectations those around her might have had of her as a woman to get in the way of her work. "I changed my way of thinking. Rather than merely worry about what people thought of me, or how they viewed me, I decided to concentrate on what I could do for the job - and for others," she says.

But public office, and the academic world where Ogata spent her early working years as a professor at Japan's International Christian University, have generally been more open to women than the business world, where few Japanese women have won recognition.

Women in Japan have been able to pursue successful careers in business mainly as entrepreneurs or in professions such as fashion design where individual creativity is the key determinant of success.

Rei Kawakubo, who has built Comme des Garçons into a \$100m fashion business, became the first Japanese to win the prestigious title of best designer from the French Journal de Textile in 1987.

Noted for a rigorous attention to detail and her love affair with black, Kawakubo, 54, has won plaudits from many corners as one of the most innovative forces in the fashion industry. She pioneered such design elements as asymmetrical silhouettes and double collars.

Unlike many fashion designers among even the more successful names in Paris, who keep an eye out for the colour or cut of the season, Kawakubo is not one to concern herself with the latest trends. Instead, she sees fashion as a medium for innovation and self-expression.

"That, I believe is why Kawakubo is so widely respected," says an editor of a popular fashion magazine in Tokyo.

Born in Tokyo just before the end of the war, Kawakubo, whose father was an academic at one of Japan's most

prestigious private universities, studied fine art before going into advertising.

She opened Comme des Garçons in 1973, nearly a decade after the Olympics came to Tokyo and at a time when Japanese consumers were enjoying the fruits of their country's growing economic success.

More than two decades later, Kawakubo does not fail to surprise and delight her audience with innovative creations. Her recent departure from black to colour - she has not used Comme des Garçons' trademark black in her past few collections - shows Kawakubo breaking away from a trend she herself created, in further pursuit of innovation.

The achievements of women such as Ogata, Toyama and Kawakubo, have inspired younger Japanese women to seek an increasing range of opportunities which did not exist just decades ago.

Toyama, who acknowledges there is a pressing need to open up more opportunities for women and make it easier for them to balance the demands of a career with those of a family, is nevertheless hopeful about the future for women in Japan.

"In today's Japan, young women are much more energetic and unique than men. Society is changing, men are changing, too," she believes.

Certainly, the traditional view that an intelligent, ambitious woman does not make a good wife, may be less popular these days, particularly after the marriage of Princess Masako, a Harvard graduate and ex-foreign ministry bureaucrat, to the Crown Prince.

But from the point of view of many young hopeful Japanese women, change is clearly not coming fast enough. Each year, more than 500 women sign up with Pasona, an employment consultancy, in search of work in Hong Kong, where greater job mobility and a more results-oriented employment system is believed by many to offer better chances for female advancement.

Football • By Emiko Terazono

Row over World Cup plans

Japan and South Korea will co-host the next world tournament finals in 2002

Many Japanese politicians have been relieved by the recent decision by FIFA, the international football association, to appoint both Japan and South Korea as co-hosts for the 2002 World Cup football finals.

Itters among Japan's political community had preceded last month's FIFA decision over who will host the 2002 games. The rivalry between Japan and South Korea had been intensifying, with the Korean government expressing full support for its nation's cause. World Cup fever took over Korea just before the decision was made, and Japanese politicians had expressed concern about a potentially huge outcry in Korea if Japan was appointed to host the tournament.

The co-hosting decision has hence been welcomed by politicians as an opportunity for healing old wounds which stem from Japan's colonial rule of the Korean peninsula between 1910 and 1945 and a chance for both countries to work together in hosting one

of the largest international sporting events.

The decision provided a recent excuse for heads of both countries to hold a meeting to start preparations for the tournament. Although Mr Kim Young Sam, the Korean president, and Mr Ryutaro Hashimoto, Japan's prime minister, seem to have hardly discussed football, the recent meeting gave both sides a forum for rebuilding diplomatic relations which had soured over the sovereignty of an islet and a way of helping to resolve long-held anger over the way Japan once forced Korean women into sexual slavery as "comfort women" for the Japanese army during World War Two.

Now, in sharp contrast to Japanese politicians, the country's football officials have taken FIFA's co-hosting decision as total defeat. Their disappointment was apparent during the press announcement in Zurich of the association's decision where Mr Ken Nagamura - head of Japan's bidding committee - looked as if he was going to burst into tears.

Prior to the decision, Korean government officials had privately suggested to Japanese counterparts a possible co-hosting. Japan's nationalistic press had called co-hosting the "dirty deal" and "whisper" regarding the

scheme as a ploy by South Korean football delegates who might be seeking a "safety net" in the event that the Japanese won.

Now that the FIFA decision has been announced, critics of the Japanese bidding team accused officials of ignorance of the politics within FIFA: co-hosting was seen as a defeat for Mr Joao Havelange, the association's president and general secretary, who had

supported Japan's bid. The media's wrath aside, a partial hosting is better than nothing for Japan. The popularity of country's J-League, the professional football league which became a national obsession when it was launched in 1993, is now running out of steam. Attendance at its games are faltering as are sales of J-League retail products. Its TV ratings have also fallen.

Furthermore, attendances at stadiums around the country have been sliding to record lows. The new league had appealed to the young generation which had been looking for alternatives to professional baseball, a sport they regarded as slow and lacking in colourful stars. The J-League, it was believed, would provide fans with big sporting personalities and exciting matches. But the early appeal has worn-off, partly due to the failure of the Japanese national team to make the 1994 World Cup Games in the US. The Japanese team suffered a crushing goal in the last few seconds of the qualifying games against Iraq, thus losing its place in the World Cup tournament.

And while the Japanese team has just managed to qualify for this year's Olympics, a victory against other teams is not widely expected. A humiliating spate of defeats could also cast a long shadow over Japan's football business.

When the league was launched, tickets to football games were hard to come by, with those for the stronger teams almost impossible to buy. Now, supporters are filling only about half of the stadiums with the weaker teams

Continued on next page

Inquiry into latest financial upsets

Continued from previous page

made things worse by allowing him to pile up losses. Whether or not Mr Hamanaka really was acting alone, the first evidence of the official inquiry by six regulators in the three countries involved, Japan, the UK and the US, suggests that the group was especially vulnerable.

Looking beyond Sumitomo, common threads are discernible in the recent run of financial blunders. Misplaced trust in the rise in asset prices, a hangover from the boom years of the 1980s, is one such thread, suggests Mr Akio Mikuni, president of Mikuni Credit Rating, the only independent Japanese credit rating company.

Another common element may be that Japanese companies expect less of a hammering from their main shareholders when they make a blunder. Those shareholders are often their own banks, suppliers, or even members of the same keiretsu corporate family. Business relations, as much as earnings per share, are these shareholders' priority - and they are unwilling to let blunders collapse or be taken over. This is especially true of Sumitomo, whose largest shareholders are six keiretsu cousins, holding 24 per cent of the equity.

Japanese trading companies pose a specific risk management headache. They are uniquely diversified, both by geography and sector, and have become more so over the past decade as they seek to bol-

ster their notoriously low profits by expanding beyond their original export import businesses into a bewildering range of ventures from satellite television to power generation.

All this suggests that more unexploded financial bombs could be lying, undetected, in other Japanese companies. Fragmented financial regulation, naive faith in individuals and asset prices and weak shareholder pressure all suggest that it could happen again.

Quite a few Japanese company presidents may be nervously scanning internal audits over the next few months, wondering what grim surprises are concealed in their dealing rooms and treasury departments.

The finance ministry has the widest regulatory remit of any government body, yet its officials are relieved to find this is the one financial upset for which they have no formal responsibility. That leaves the



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Wance

10 JAPAN

Contemporary art • By Alice Rawsthorn

Avant garde tradition

New venue features the work of influential Japanese artists, such as Jiro Yoshihara and Yoshishige Saito

Any art buff visiting Tokyo has hitherto had to race around the private art galleries to piece together a picture of the Japanese modern art scene, now they can head straight for the new Museum of Contemporary Art.

The museum, which opened last summer in a glacial building designed by the architects, Takahiko Yanagisawa and Kisaburo Kawakami, lies on a barren strip of land beside the waterfront at Kiba Park in eastern Tokyo. It combines examples of post-war Japanese painting and sculpture with works by western artists in a permanent collection and temporary exhibitions.

Opportunity

Arguably the museum's chief attraction, particularly to a foreign visitor, is the opportunity to see the work of influential Japanese artists, such as Jiro Yoshihara and Yoshishige Saito, who rarely exhibit in the West.

Japan has always been a strong *avant garde* tradition, particularly Tokyo, where the pre-war art scene had the decadent flavour of 1920s Berlin and 1930s Paris, but until recently contemporary art was not taken seriously outside that small bohemian circle.

This is partly because Japanese art historians have tended to concentrate on the art executed before the Meiji era in the late 19th century, when the country embraced Western industrial values, and have made little attempt to interpret contemporary developments.

As a result, Japan's modern artists have made little impact in the west, despite the fact that architects such as Tadao Ando and Arata Isozaki are lauded for their ability to infuse modernist forms with a Japanese spirit, as are designers from Shiro Kuramata, to Rei Kawakubo of Comme des Garçons. Probably the best-known Japanese artist internationally is Yoko Ono, who was part of the 1960s Tokyo *avant garde*, but that is largely because she married the pop star, John Lennon.

One of the first attempts to stimulate more serious consideration of post-war art was a series of exhibitions on the Japanese *avant garde* of the 1950s, 1960s and 1970s staged at

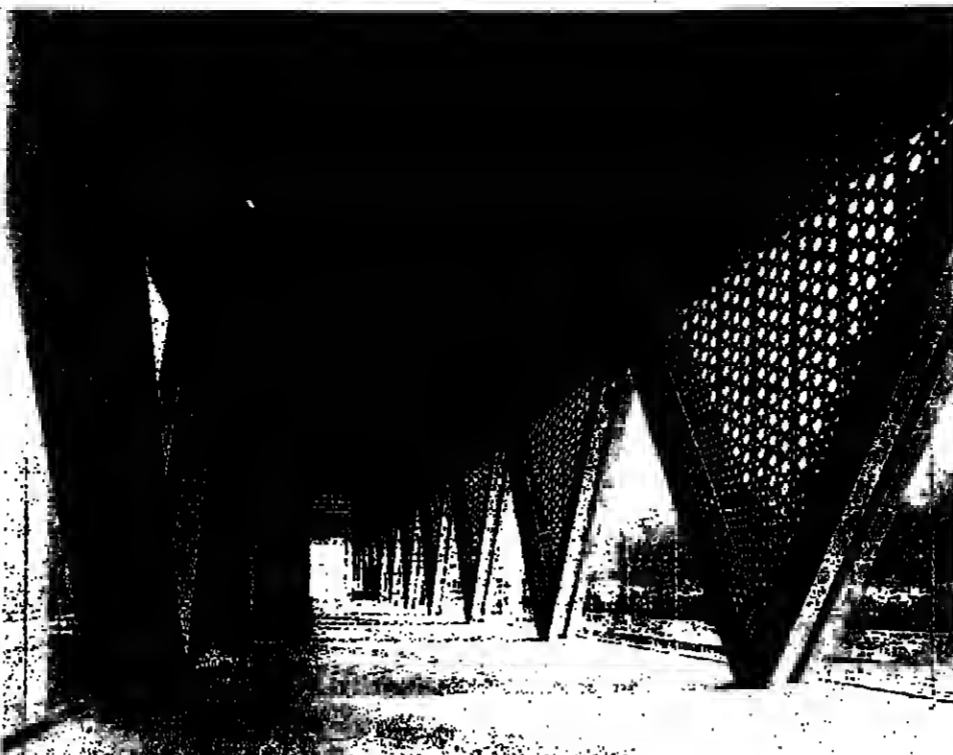
the Tokyo Metropolitan Art Museum in Ueno Park during the 1980s. However, that venue was too small to show more ambitious presentations and the new museum has taken over the 3,000 works in its permanent collection and acquired 500 other pieces of its own.

Assets

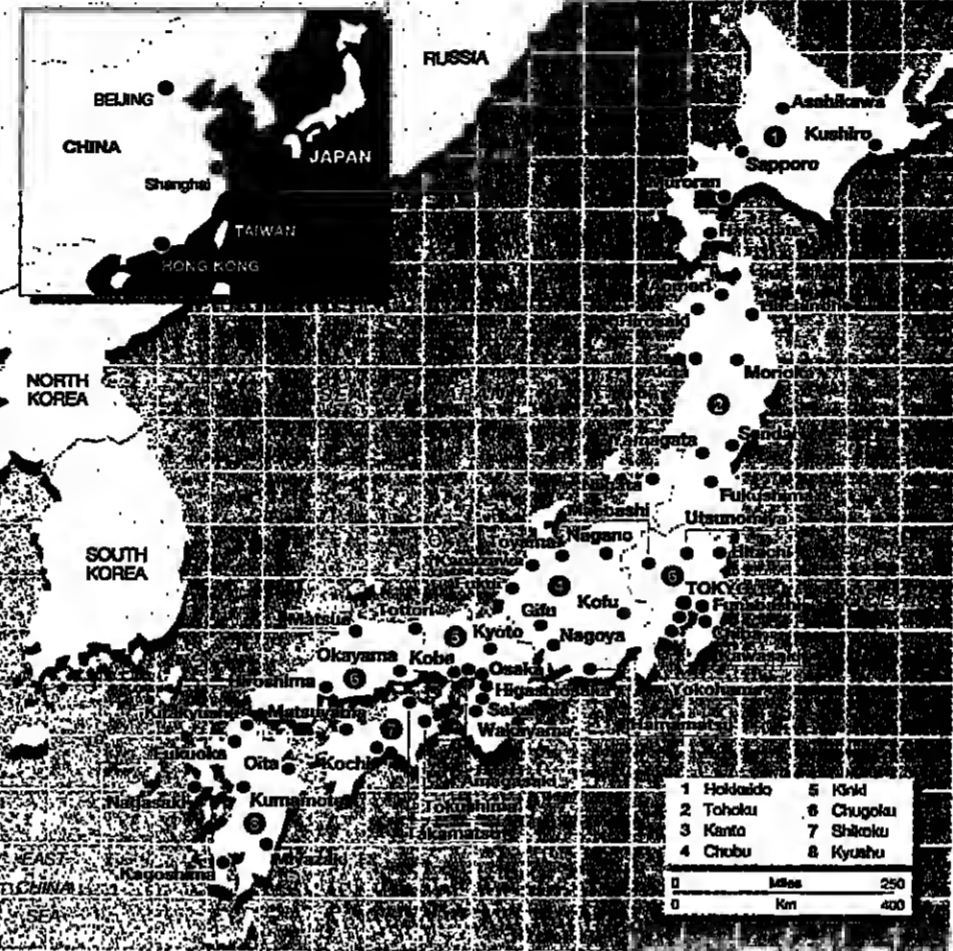
It now shows 150 pieces from that permanent collection alongside temporary exhibitions, which this year include shows devoted to the work of the painter, David Hockney, and photographer, Cindy Sherman, as well as modern architecture and urban theory.

Another asset of the new museum is the selection of contemporary Western art taken from the permanent collection. Many of these works were recently acquired and the Yen's strength has enabled the curators to add beautiful pieces from contemporary figures such as Gerhard Richter and Anselm Kiefer, to those of the modern masters, Mark Rothko and Ellsworth Kelly.

The Museum of Contemporary Art is open Tuesday to Sunday at 4-1-1 Miyoshi, Koto-ku, Tokyo. Tel: (813) 5245 4111.



National showcases part of the exterior of the Museum of Contemporary Art at Kiba Park in eastern Tokyo. Apart from the work of Japanese artists, the museum also features a selection of western contemporary art



KEY FACTS ON JAPAN

Area	377,800 sq km
Population	128 million
Head of state	Emperor Akihito
Currency	Yen (¥)
Average exchange rate	1995 \$1=¥ 94.82
	1995 \$1=¥ 108.90

THE ECONOMY

	1995	1996
Total GDP (\$bn)	5,114	4,707
Real GDP growth (%)	0.9	1.7
GDP per capita (\$)	40,715	37,387
Annual change in:		
Consumer prices (%)	-0.1	0.2
Industrial production (%)	3.2	3.0
Household disposable inc. (%)	2.4	2.0
Unemployment (%)	3.2	3.3
Reserves minus gold (\$bn)	183.3	n/a
Money stock (m7, % change)	3.3	4.5
Stock market index* (%)	0.74	9.49
Current acct. balance (% GDP)	2.2	1.8
Current account balance (\$bn)	110.4	95.4
Exports (\$bn)	427.3	426.1
Imports (\$bn)	292.5	332.4
Trade balance (\$bn)	134.8	106.7

(1) Year to date, (2) Forecast unless otherwise indicated, (3) M2 = C.D. % (4) Growth over period in retail 225, (5) Share of world trade; see also economic data charts on page two of this survey. Sources: FT data, Economist Intelligence Unit

Dilemma over World Cup

Continued from previous page

suffering severely. Although the J-League refuses claims that the league is going steadily downhill, it describes the initial hype over the football league as "over-done" - with the result that current popularity is inevitably coming down to more normal levels. Nevertheless, today's numbers clearly indicate faltering popularity. Sales of paraphernalia, once worth ¥30bn in 1993, are falling by a third.

Working groups in Japan, Korea and FIFA are now trying to solve technical difficulties which will arise from co-hosting. Choosing the venues for the games will be one decision which is likely to cause anxiety among the 15 Japanese and 16 Korean municipal candi-

dates. Japan's football officials will have a hard time selecting among the 15, since municipal governments have invested taxpayers' money in building stadiums and have also contributed to the bidding campaign.

Concern

Other problems include deciding where to hold the final match, the expected disparities between admission and other fees between Japan and Korea, and what to do with visas for the fans.

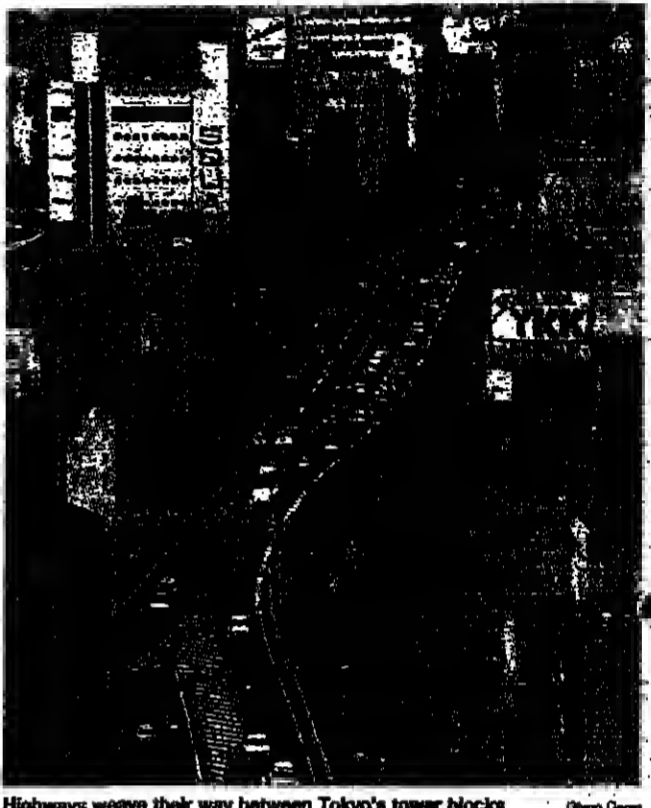
Mr Shoko Kajiwara, general manager of Japan's World Cup bidding committee, recently expressed concern over how some Koreans would react at seeing information signs in Japanese - which are banned

in Korea.

A trickier question is whether the Emperor of Japan will participate in the event if the opening ceremony is held in South Korea. In the past, official visits by the Japanese emperor and empress have been contemplated but subsequently cancelled by the Imperial Household Agency, due to fears of angry outcries among the Koreans.

In spite of the various World Cup difficulties, one consolation may be that the co-hosts of the tournament will automatically receive the right to play in the 2002 tournament.

This fact will exempt both countries from having to play in the qualifying matches - and may be the only way that Japan gets to play in the World Cup finals.



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RECRUITMENT

JOBS: Employers are paying more attention to domestic lives

Happiness starts at home

Some 27 years ago when Fernando Bartolomé, professor of management at the Instituto de Empresa business school in Madrid, began studying the way that executives balanced their professional and private lives, the prevailing attitude among companies and employees was that the two were not — or should not be — related. What an executive did outside his work — and it almost always was "his" — was his business and nothing to do with his employer.

Today that view is changing as the dividing line between private life and working life becomes blurred. Computer technology, for example, enables work that could once have been completed only in an office to be done at home.

While the executive is still usually male, a big difference is that his wife or partner may be pursuing a separate career. The emergence of women in virtually every area of work is continuing to have an impact on employment policies. Multinational companies have been made sharply aware that the domestic arrangements of an employee, male or female, can be vital to the success of a career move such as a foreign assignment.

Bartolomé does not believe that family-friendly employment practices have emerged as some sort of philanthropic gesture by employers. He thinks they have much more to do with the bottom line. The potential loss of several thousand pounds because of the failure of an individual to settle into a foreign assignment is a powerful incentive for management to take an interest in the personal lives of staff.

The recognition of such costs, said Bartolomé, speaking at a Royal Society of Arts seminar in London last week, has led to widespread adoption of the once rare "look-over" visit for a partner ahead of a foreign posting.

When Bartolomé began his research there were fewer conflicts involving working partners, but their attitudes towards domestic responsibilities appear to have changed surprisingly little as he has updated his work over the years.

If the "new man" does exist he has not emerged in Bartolomé's studies. Men think that women should devote a bigger proportion of parental time to the children. The average male in Bartolomé's surveys thought he should be looking

after a third of the childcare responsibilities for the under-fives. The proportion of time that men said they would make available for fatherly responsibility increased as the children got older.

"Executives are much more interested in children when they can play tennis with them, than when their children are little shit-making machines," he said. "At that age it is very tempting to delegate the job to the other partner in your relationship."

In spite of women's increasing involvement in paid work, he found that they gave very similar estimates when they were asked the same questions. "It means that, if these beliefs are very culturally rooted in individuals, they are going to change very, very slowly," he said.

It was not reasonable, he said, for men to argue that they spend too much time at work. When he examined how much time executives were spending at their jobs it

worked out at little over half their waking hours. He concluded that executives were unable to use the alibi of work to justify their lack of investment in their private lives. The reason that men devote little time to their families, he suggested, had much more to do with selfishness and unwillingness to spend time with their children.

Bartolomé's research included studies into the events that cause work-related worries to spill over into private life. He found three main causes. The first was moving employees to new locations. He found, from talking to multinational executives, that it takes up to two years for them to feel comfortable coping with the demands of a new foreign job. This, he said, was sometimes the point at which their employers chose to move them on.

Another reason for work problems spilling over was "lack of fit" in a job with new responsibilities; it takes time

before you feel that you can do the job, enjoy it and take pride in it. This usually occurs in the first year after someone in a technical job is promoted to a managerial position.

The final cause was career disappointment among those who realise that they have gone as high as they are going to get in their professional lives. Some of these people compensate by expanding their out-of-work interests, many of which begin to resemble alternative jobs.

These may be the people who are beginning to do what Bartolomé urged all individuals to do — take more responsibility for managing their own careers. His broader studies suggest that managing lives and families is equally important. Perhaps we are entering the age of the holistic approach to life and work.

● The continuing job-cutting programmes among many employers, headlined in countless newspaper reports, present something of a paradox in the

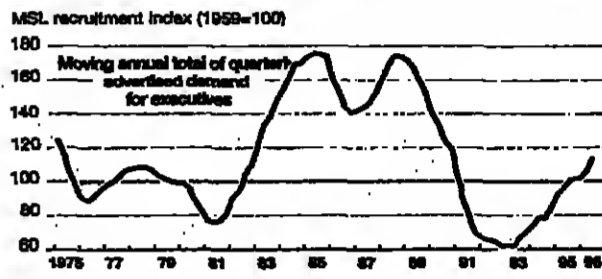
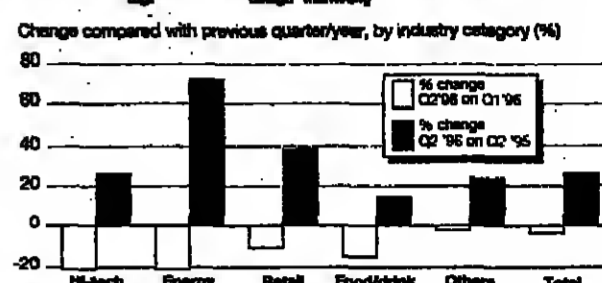
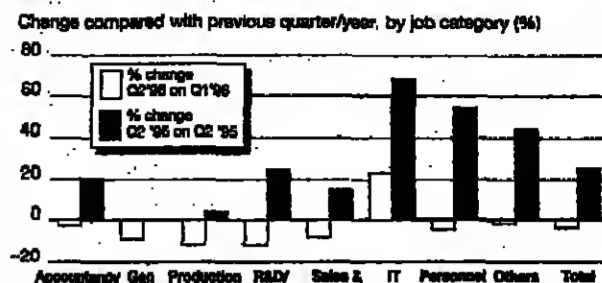
current economy because recruitment activity among the ranks of senior executives continues to suggest sustained business growth.

According to the latest quarterly index of advertised demand for executives compiled by MSL, the recruitment and human resource group, recruitment demand in the senior executive market has risen by 26 per cent on the same period in 1995.

The moving annual total, published here, has climbed consistently since its last downward movement in 1992, suggesting sustained growth and confidence among UK businesses. Gary Long, MSL Group chairman, says: "Business strategies are increasingly more concerned with growth and development than with survival and it is our expectation that the second half of 1996 will see a continuation in the upturn in recruitment advertising."

Richard Donkin

MSL recruitment index



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Investment Banking Manager

Lebanon

The HSBC Group, which has over 3300 offices in 72 countries, is one of the world's largest banking and financial institutions employing over 101 000 people. A vital role in our operations is played by our flagship in the Middle East, The British Bank of the Middle East. They are currently looking for a dynamic, results-oriented professional for their investment banking business in Lebanon.

The ideal candidates should match the following criteria:

- Holder of an MBA or CPA
- Work experience of 5-10 years for a major banking entity in US, Europe or the Gulf
- A thorough understanding and track record of investment banking products with experience of negotiating and structuring transactions at a senior level
- Strong interpersonal communication skills
- Fluent in English and Arabic
- Willing to work as part of a local and regional investment banking team

Experience in at least one of the following would be required: Project Finance, Syndications, Corporate Finance, Equity Capital Markets.

A competitive tax free salary will be complemented by an excellent expatriate package, including travel and accommodation expenses.

Please send your full career and salary details to Gary Wallis, Regional Recruiting & Development Manager, The British Bank of the Middle East, PO Box 66, Dubai, UAE.

All applications will be treated in strict confidence. Closing date for applications: 15th August 1996.

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OTC Options firm seeks individuals for various offices. Ideal candidate should have minimum 1 year's experience in trading experience in options, and a foreign exchange. Existing investment bank relationships and excellent communication skills desirable.

Salary commensurate with experience.

Write to Box 35640, Financial Times, One Southwark Bridge, London SE1 1UL

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For value oriented equity investment manager with offices in New York City and London. Strong possibility for Far East relocation to head regional research office. Require accounting/finance and Japanese language skills. Experience as an equity analyst not required.

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Account Officer - Investment Banks

Challenging opportunity for an entrepreneurial Account Relationship Manager to join a major international bank with a substantial commitment to offering securities clearing and settlement services and complementary products to custodian banks and broker dealers worldwide. Part of a dynamic new team committed to achieving market leadership through innovation and outstanding service quality.

THE ROLE

- Identify and grow new relationships in major Investment Banks and Broker/Dealers, opening up new accounts and expanding existing relationships at senior levels.
- Work closely with colleagues in Product Development, Operations, Credit, Customer Service and Marketing to ensure that service delivery meets agreed quality, cost and time-scale targets.
- Contribute to the successful performance of the team, planning and implementing business development strategies and giving input to broader commercial decisions in support of the strategic direction of the Bank.

THE QUALIFICATIONS

- Graduate, with at least 5 years' experience in business development and account management gained in a blue-chip international securities business, developing and maintaining high level contacts in banks and financial institutions.
- Proven relationship and business development skills with a strong entrepreneurial spirit. Knowledge and exposure to clearing and settlement operations as well as credit and collateral management. Excellent communicator and presenter, able to win respect and credibility at board level.
- Energetic and hands-on with a strong sense of urgency. Ambitious self-starter with an appetite for growth and change and a desire to contribute to the success of the business.

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Please apply with full details to
Selector Europe, Ref. FT179794,
14 Cannongate Place,
London WC2 2SD

London

Investor Relations Analyst

To £50,000 + benefits

Exciting opportunity for an ambitious ACA/CMA to play a pivotal role in managing the investor interface for a multinational group, a leader in the provision of cellular telephony worldwide. With interests in operations in 21 countries, the Group is expanding aggressively as it seeks market leadership in a fast-changing, high growth environment. New position at the centre of this entrepreneurial and demanding business.

THE ROLE

- Work closely with senior executives throughout the Group to gain a thorough understanding of the business and its strategy, developing insights into the commercial, technological and political factors that drive the business.
- Collect, analyse and store financial information about the performance of Group companies and competitors, promoting a clear understanding of the underlying strengths of the business and its future plans.
- Co-ordinate the presentation of reports and announcements for the investor community and liaise with financial analysts through regular visits and events.

THE QUALIFICATIONS

- Highly numerate graduate, aged mid 20s to early 30s, with professional accounting qualifications or MBA background in financial analysis gained in a commercial bank, strategic consultancy, the accounting profession or in the investor relations department of a blue-chip multinational.
- Deep understanding of financial statements and annual reports and experience of dealing with the financial community. Computer literate with well-developed analytical skills and a disciplined, commercial approach.
- Excellent interpersonal and communication skills, with the confidence and maturity to build relationships at all levels both within the Group and outside. Energetic self-starter comfortable working with decision makers in a multi-cultural environment.

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Major Gulf Bank

As part of an extensive programme of change, an opportunity has arisen for an experienced Banking Economist within a commercial bank of size and standing in the Gulf, with an important retail, corporate and treasury business and an international network.

ECONOMIST

The Role

- Reporting to the General Manager and responsible for the provision of timely, accurate and comprehensive macro and micro economic studies, analyses, forecasts and financial models.
- Responsible for compilation of economic reports addressing sovereign, industrial sectional and demographic analyses and forecasts with a particular focus upon comparative analyses within the banking and financial services sector.
- Editorial responsibility for the Bank's Economic Review and related publications addressing issues of national or regional economic significance.
- Significant participation in the preparation of overall group budget and business plan.
- Accountable for the leadership and direction of the multi-disciplinary team comprising the Economics and Planning Department within the Bank.
- Providing a pivotal input to business, product and corporate development projects.

The Qualifications

- Advanced academic qualifications (Ph.D. or M.Sc.) with good practical knowledge and experience of applied quantitative methods.
- Proven professional expertise in a bank or financial institution of international standing.
- Exposure to the energy sectors would be advantageous.
- Mature man-management skills with an emphasis upon providing leadership and expertise in a multi-cultural environment.

This important position requires a high quality banking professional with the ability to influence at all levels working in a multi-cultural environment. Knowledge of Arabic and experience in the Gulf are deemed essential.

This position offers an attractive salary, generous expatriate benefits and performance bonus in a tax-free rapidly expanding Gulf environment.

Write in confidence enclosing a comprehensive curriculum vitae to:
Box AS638, Financial Times, One Southwark Bridge, London SE1 9HL

APPOINTMENTS WANTED

DOCUMENTATION MANAGER (3)
BSC HOME (LONDON), SPA regd rep. 5 years' banking experience - 2 years in /sharehold documentation, syndication, warrant sales. Management of accounting, experience. Urgently seeking challenging, rewarding opportunity with progressive bank or securities house.
Write to Box AS641, Financial Times, One Southwark Bridge, London SE1 9HL.

DERIVATIVES EXPERT
Cambridge Institute graduate, 20, with 14 years experience of the City as Options Broker, Arbitrage Trader and European Marketing Manager of a leading US futures exchange seeks return to full-time employment, perhaps as management consultant, after three years as a part-time consultant, lecturer and author of a book on options. Must be predominantly London-based with travel overseas allowed.
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Opportunity for Forward Looking Trading House
Experienced trader seeks contract/trading to develop a long-term foreign exchange trading model. In simulated general trading, returned approximately 43.5% in six months to 3rd July 1996. Suitable for proprietary trading and customer fund management. Enquiries treated in strict confidence.
Apply to Box AS640, Financial Times, One Southwark Bridge, London SE1 9HL.

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Product Manager

Funds Administration and Trustee Services

Citibank, a world class provider of securities services, seeks an ambitious Product Manager to join its Funds Administration team, based in London.

The Role

- Product development, primarily on the fund accounting side.
- Specialist sales support.
- Marketing and advertising strategy.
- Financial analysis and business planning.

The Candidate

- Qualified ACA with a minimum four years' post qualification experience and a background in funds administration.
- First class interpersonal and influencing skills.
- Creativity, energy and determination.

A highly competitive salary with banking benefits is offered together with excellent career prospects.

Interested candidates should write to BBM Selection, quoting reference 397, and enclose a full CV that includes contact telephone numbers. All applications will be treated in the strictest confidence.

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SELECTION

Tel: 0171-248 3653
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E-mail: 397@bbm.co.uk

MANAGING DIRECTOR

Outstanding opportunity to make a difference in the financial sector of the Ghanaian economy

As a Ghanaian head of an established financial institution, you will ensure that the tactical and strategic plans of our client are achieved. Assisted by a team of dynamic and competent managers, the successful candidate will manage and take full responsibility for the day to day running of the organisation.

Aged preferably between 45 and 55 years, you will have a minimum of a first degree in Economics, Banking or Finance coupled with extensive experience in the financial sector. You must demonstrate a firm grasp of the workings of the Ghanaian financial markets, detailed knowledge of current economic trends and the ability to run a financial institution in such an extremely competitive environment. Your broad experience should include senior level management experience in a reputable financial organisation together with high level interaction with international institutions with whom you will be expected to liaise.

Write or fax in confidence enclosing your current CV including contact telephone numbers by the 16th of August, 1996 to Ms. M. Nanka-Bruce, KPMG Management Consulting, Second Floor, Mobil House, P.O. Box 242, Accra, Telephone: (233-21) 664881-4, Fax: (233-21) 667909.

KPMG Management Consulting

BANKWATCH

BANK ANALYST

RUSSIAN SPEAKER - CYPRUS-BASED

THOMSON BANKWATCH, the world's largest bank rating agency, is looking for a Russian-speaking Bank Analyst for THOMSON BANKWATCH-BREX, in Cyprus. The Cyprus office focuses on research of banks throughout Eastern Europe and Russia.

We are seeking an experienced Bank Analyst possessing a mastery of written and spoken English and Russian to join our outstanding team based in Cyprus. Comprehensive knowledge of banking and credit analysis is essential to build on our extensive work with banks in Russia.

This challenging position requires travel, regular contact with senior officers of Russian and CIS banks, preparation of high quality reports for publication, and the ability to meet tight deadlines. Candidates must be meticulous yet flexible and have at least five years' bank credit analysis experience.

Please send CV and covering letter by 26th July 1996 to:
Lesley Singleton
THOMSON BANKWATCH-BREX,
PO Box 6951, 3311 Limassol, CYPRUS.
Fax: +357-5-748974.

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This may be the answer. At Price Waterhouse, we are committed to developing the best accountants, business advisors and consultants in the Financial Services Industry. Increasingly, our clients want to benefit from the technical excellence and training expertise of our small team as well. But we are not in the training business; we are in the business of helping solve complex problems through the development of new skills, better understanding and more passion. We need to expand our team, and we are willing to make a long-term investment in individuals who can make a major contribution to our success.

We are looking for five professionals with creativity, imagination and flair, who are willing to share their practical experience and real expertise with others. These are new, hands-on opportunities with a European focus and further worldwide liaison; and the scope of your role will be entirely down to you and your creative approach. But beware - this is no easy option. It will be a true test of your stamina and your commitment.

You will be joining a successful team to further develop a growing area of activity for us. There will inevitably be the occasional frustrations and all sorts of difficulties to overcome. But there will always be help from the team as well as examples and models to follow. We can guarantee that the work will be interesting, challenging and fun.

We need your technical expertise which might be in banking, capital markets, insurance, investment management or financial services regulation. Naturally, you will have excellent presentation skills and should have at least five years' practical market experience. Whilst not a prerequisite, additional European languages would be useful. You will be someone who needs a constant challenge and has the sensitivity and determination to make change happen.

If you know you are ready for this role, you need to convince us that you have both the skills and personal qualities to succeed. We want more details about you, such as a CV, but we also want you to persuade us that you are the right person for one of these roles. Please write to:

Charles Macleod, Recruitment Manager,
Price Waterhouse, No.1 London Bridge, London SE1 9QL.
Fax: 0171 939 4707.
E-mail: Charles_Macleod@Europe.Notes.PW.Com

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SENIOR MANAGER - CREDIT RISK INDIA BANKCARD DIVISION

Standard Chartered Bank has a significant and historic presence in India operating out of 24 offices in 10 cities. One of the key growth areas is the bank card (Visa, Mastercard) segment that operates in an industry experiencing growth of over 100% a year. The existing base of 1.5 million cards is expected to grow to 15 million cards in the next 4 years. Standard Chartered Bank is well positioned to be one of the main credit card issuers in the region.

Job Profile

The successful candidate will manage and control the full credit cycle including credit policy, credit operations, authorisation and fraud control as well as MIS generation, in a business that today has an 18% market share, a staff complement of 200, and a presence in 10 Indian metros. The business is ISO9002 certified. The primary challenge is to direct portfolio growth in a manner that identifies and maximises revenue opportunity, with the balance of risk, and process control and management.

Key Requirements

The candidate should preferably have a degree in accountancy or management, and must have had at least five years' experience in the risk management area related to credit card or retail financial services. The incumbent will be based in Bangalore, must have an understanding of the Indian market and possess excellent inter-personal and team management skills.

Future Deployment

This is a senior position in the Standard Chartered Group structure and a successful incumbent could expect in future, to take on responsibilities within the Asia Pacific region where the Group's principal strengths lie.

This position offers an attractive package. If you are interested in this challenging role, please apply to Jean Collins, Human Resources Department, St. Clements House, 27-28, Clements Lane, London, EC4N 7AF, within 2 weeks, enclosing a full c.v. and your salary expectations.



CORPORATE FINANCE

The client, a leading fully integrated investment bank with significant global presence, is enjoying considerable growth and development within the Corporate Finance department. To consolidate this success and accelerate market penetration a number of key appointments have been identified.

Asst. Director £65,000 As part of the Financial Institutions Group, your role will be both the origination of deals and the management of the transactions. Deal types are primarily M&A advisory across a broad sector spread including Banks, Building Societies and Insurers. You will be able to demonstrate a significant track record of success in this area.

Manager £50,000 The role is an ideal opportunity for an experienced Financial Institutions specialist to move away from a purely execution role and develop origination and deal management skills. Candidates will possess a proven track record of success in this area together with a sound academic background and preferably language skills.

Asst. Manager £42,000 A number of opportunities exist at this level dealing with a variety of industry and country sectors for candidates possessing 2 years+ corporate finance M&A experience and ideally ACA 1st time passes from one of the 'Big Six' firms.

Executives to £35,000 The organisation offer exceptional opportunities to develop a first class corporate finance career. Excellent training is supplemented with a varied deal spread together with a good volume of high profile transactions. ACA 1st time passes or an excellent institutional degree are essential criteria.

In addition to attractive salaries all positions offer excellent bonus potential and the opportunity for extensive career progression. For further information and a confidential discussion please contact David Goodrich or Julian Davy.

Prime Executive

Bell Court House, 11 Blomfield Street, London EC2M 7AY
Tel: +44 (0)171 628 0770 Fax: +44 (0)171 638 9667

FINANCIAL CONSULTANTS Projects in Developing Countries

THE FIRM

A consulting firm specialising in projects in developing countries involving the establishment and strengthening of financial institutions and capital markets, privatisation and public sector reform. The firm is associated with an international Group represented in several countries.

THE CANDIDATE

An experienced manager in the banking securities or insurance industry, having performed projects in operations, finance and/or accounting or finance, or having participated in projects in privatisation or public sector reform. A university degree or professional designation is an advantage. Languages in addition to English also a benefit. Willing to work on short or long-term projects as a member of a project team. Compensation commensurate with the role to be performed on a project.

Please send your resume in confidence to:
Box Number A5122
Financial Times, One Southwark Bridge,
London, SE1 9HL.

Full Charge Accountant/Controller

The Asian Crossroads Loan Company ("ACLC"), a subsidiary of the Central Asian-American Enterprise Fund seeks "hands-on" Accountant/Controller.

ACLC extends small business loans in countries of Central Asia and seeks Accountant/Controller experienced in banking/financial institution record keeping. Incumbent will reside in Uzbekistan with substantial travel to other countries in the region.

Ideal candidate will be fluent in Russian and have several years of progressively responsible experience in hands-on bookkeeping, accounting, Accounts Receivable/Payable, loan income/payment processing, and PC LAN based accounting systems. Strong MS Word/Excel experience required.

This is single incumbent, hands-on position offering significant experience/responsibility for right individual. Significant growth and learning potential for enthusiastic, hard working individual. Minimum 18-24 month commitment required. CAAEF offers a comprehensive salary/benefits package but does not include spouse or dependent allowances.

Interviews to be held in late July. Resumes can be fixed to ACLC at US Area Code 703, fax number 560-7531.

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If you take up this challenge and market this software satisfactorily in the UK we will offer you a fixed income and high commission on sales. You will train closely with our Paris team after receiving intensive product training.

A SIMILAR POSITION IS AVAILABLE FOR DEVELOPING OUR SPANISH MARKET.
Send resume to: FT Box No. A5122, Financial Times, One Southwark Bridge, London SE1 9HL or Sylvia Morin, Fax: 33 1 44 53 23 20.

ASSISTANT MANAGER, BANKING

A major global private bank, with over 30 offices in 16 countries world-wide, is currently seeking to recruit an Assistant Manager who will assist with the management and development of the International Banking Services in the Isle of Man.

Candidates should have extensive experience of onshore and offshore international banking combined with a solid professional education to degree level, have ACIB or other equivalent professional qualifications, and be fluent speaking in both the French and German languages. In particular candidates need to demonstrate a high level of specialised knowledge in dealing with Fiduciary Deposits and products.

An attractive benefits package commensurate with a leading financial institution will be offered. If you wish to be considered for this position please forward a detailed curriculum vitae, to arrive no later than Wednesday 31 July, to:

Box A5123,
Financial Times
One Southwark Bridge
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Custody Product Development £40,000

Leading International Bank currently seeks to recruit an experienced Relationship Manager with an in-depth knowledge of Global Custody products and markets. The role involves devising and marketing the Bank's Custody Services and Products to a broad range of clients, analysis of market and the coordination of Sales and Relationship Management teams. Excellent career prospects and package.

Risk Manager £250,000

Suitably senior and experienced individual is required by a leading City Bank to undertake responsibility for both market and credit risk management. Candidates will be educated to degree level and possess an accountancy qualification, combined with an understanding of processing and resolution methodologies. Strong IT skills will be required to successfully assist with system implementations.

Credit Manager £250,000

Prestigious International Bank seeks a degree educated individual with 5-7 years' credit analysis experience, covering the Corporate Sector. Duties will include detailed analysis of proposals, reviewing structured deals, managing documentation and counterparty exposure. The successful candidate will have strong analytical skills and possess the desire to work in a dynamic and changing environment.

Private Client Fund Manager £25,000

City based Bank seeks to recruit an individual with c.5 years' Private Client portfolio management experience to join a young, dynamic European team. Responsibilities will include the management of client finances, assets and investment decisions within a multi-currency environment. Applicants must possess European language skills, and a familiarity with portfolio valuation systems.



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ACCOUNTANCY APPOINTMENTS

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To £100,000 + bonus + benefits

Finance Director

A new position with partnership status at the heart of one of the UK's leading national law firms with 650 staff and offices in Birmingham, Leeds, London and Brussels. The firm provides its corporate clients with the full breadth of services - just legal advice in a cost-effective manner, whilst maintaining the professional disciplines and quality thresholds of the larger City firms. The age profile is young and the culture commercial, positive and unstaffy. Challenging role to help steer the firm during a period of growth and development by providing the financial management framework to ensure efficient financial control and post-merger cost benefit.

THE ROLE

- Member of the Management Committee, responsible to the Senior Partner for the financial management and smooth day-to-day administration of the business.
- Consolidate and centralise the support services departments, raising the level of their contribution to the partnership and maximise benefit from its major and continuing investments in IT.
- Provide financial input and contribute to strategic decisions, business plans and budgets in the context of a rapidly changing legal market.

THE QUALIFICATIONS

- Professionally qualified graduates with strong financial control, management accounting and information systems skills. Track record which demonstrates commercial acumen and success as a manager, problem solver and agent of change, probably in a professional services firm.
- A self-starter with a hands-on approach, a real eye for administrative detail and the highest quality standards. Familiar with the selection and deployment of information systems.
- Enthusiastic, energetic and imaginative with the personality, intellect and stature to operate successfully at all levels in a partnership culture. First-rate interpersonal, communications and diplomatic skills combined with the determination, objectivity and inner steel to champion best practice.

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European Distribution Surrey

c. £80,000 package + benefits

Finance Director

Realisation of the first phase of a stretching strategy for growth and geographic expansion has created a new role in this highly profitable £100 million+ turnover subsidiary of a major UK-quoted international group with a turnover approaching £2 billion. Demanding challenge for a talented finance professional to provide a solid foundation from which the business could double in the short term via organic growth and European acquisition.

THE ROLE

- Creating a divisional finance framework to support operating company Finance Managers and provide consistent financial controls and reporting measures to enable further rapid growth throughout the European business.
- Leading best practice initiatives on broader commercial matters, e.g. profitability/working capital management to maximise current business performance. Evaluating and integrating cross-border acquisitions, liaising with Group and third party advisors.
- Developing the IT function to deliver cost-effective solutions to the operating companies.

THE QUALIFICATIONS

- Ambitious and diligent graduate Accountant, ideally with a second business qualification, aged early 30s+
- Strong financial management and IT skills gained from a dynamic, global, blue-chip, multi-site manufacturing or distribution business. Fluency in French or German highly desirable.
- Quick-witted, flexible and resourceful manager comfortable in dynamic, open and evolving management structures with first-class interpersonal, leadership and negotiation skills.
- Commercially focused and able to make a management contribution across the business. Sense of humour and the ability and desire to progress in the medium term, potentially into general management.

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London 0171 493 1236
Manchester 0161 499 1700

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Spencer Stuart

Please reply with full details to:
Selector Europe, Ref: 16/1700/96,
16 Chancery Place,
London WC2E 7EX

European Analysts

South East or North West England

Our client is the European division of a global consumer products company whose expansion in recent years has been outstanding. Annual sales, world-wide, are now in the region of \$14 billion. The potential for further growth, both domestically and throughout the world, has never been greater.

Against this background, the company is looking to recruit a number of top quality Business Analysts to join the European business finance team.

The task is to provide business unit managers with sound commercial analysis of existing operations, to evaluate new business opportunities and to contribute to the development and implementation of future business and financial strategies across Europe.

Probably in your late 20's, you will be a graduate qualified accountant or an MBA and will already have had several years' experience within the corporate planning or finance function of an international manufacturing business.

A good communicator, orally and in writing, you will have proven analytical and financial skills, combined with the self-confidence and maturity to operate effectively at all levels of the organisation. Experience of working in a continental European location would be a distinct advantage as would the ability to speak more than one European language. Fluency in English is essential.

This is an excellent career opportunity for high-potential individuals and it offers a remuneration package to be expected of a major multinational business.

Please reply in confidence, enclosing a full curriculum vitae, current salary details and quoting reference B1984, to:

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58 St. James's Street, London SW1A 1LD

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A line role within a maximum of two years is guaranteed, either UK based or overseas. Although relocation is not necessary, you will be required to be mobile within the job, as you will be working within an operational trouble-shooting facility. You must be an innovative and confident individual and be seeking a challenging first move from practice.

If you feel you have the qualities required, please telephone Lucy Blakemore or Anita Allison on 0161-831 7127. Alternatively, send your CV to them at the address below.

FMS, Amethyst House
28 Spring Gardens, Manchester M2 1EA
Tel: 0161-831 7127 Fax: 0161-832 9123
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JAWABO 150

LEADING UK RETAIL GROUP EXCITING DEVELOPMENTS IN EASTERN EUROPE

This £3.5bn turnover, household name retail organisation is planning significant expansion of its existing business in Eastern Europe, through both managed stores and franchises. These two key appointments are designed to ensure that commercial opportunities are exploited to the full and controlled through strong local and international reporting systems.

FINANCE DIRECTOR to £80,000

+ executive benefits + bonus
This is a critical, high-profile role. To maximise your contribution in this position, you should be able to offer:

- an exceptional record of commercial success at strategic level
- a broad capability in finance, IT, asset management and fiscal/legal issues
- a determined, assertive, influential personality

International experience of complex multi-site operations, possibly including retailing, franchising and consumer brands, would be of particular interest. You will work from a UK base with extensive overseas travel. Ref: 889

FINANCIAL CONTROLLER to £40,000

+ expatriate benefits + bonus
The accent here is on safeguarding the company's assets while achieving the highest standards of information integrity. You will be skilled in developing and managing:

- robust, responsive reporting and control systems
- dual currency accounting systems
- committed, competent support teams

You will be confident and adaptable, enjoy the challenge of an unfamiliar culture and thrive in a fast-moving, customer-focused environment. You will be based overseas on a full expatriate package. Slavic or other foreign language is a plus. Ref: 890

The company offers outstanding prospects for further career growth across a number of diverse business divisions, management disciplines and international locations.



THE GRAPTONS, STAMFORD NEW ROAD,
ALTRINCHAM, CHESHIRE WA14 1DQ

Please send your CV, including latest salary, to Dudley Harrop at Ashley Search & Selection, quoting the relevant ref. no.

FINANCIAL CONTROLLER

OUTSTANDING OPPORTUNITY FOR BUSINESS FOCUSED ACCOUNTANT

CUMBRIA/LAKE DISTRICT

c. £60,000 + BONUS + BENEFITS

- UAP Provincial Insurance is part of a publicly quoted Group comprising leading Life and General Insurance companies in the UK and Republic of Ireland. Following its recent UK flotation it is set to play a key role in its parent group's plans for further expansion. With a turnover in excess of £400m, its strong profit performance reflects a focus on quality and customer service, and continuing investment in leading edge technology.
- Reporting to the Finance Director and with strong links into the business, your brief is to ensure the function is seen to add value and contribute to overall business performance.
- Wide ranging and challenging role covering planning and performance analysis, statutory accounting, financial control, cash management and treasury.

- Probably in your thirties, a bright, graduate calibre qualified accountant, with strong financial and management accounting experience gained within a progressive blue chip company. Good intellect with rounded business awareness and a record of enhancing business performance and efficiency.
- Previous service sector experience is not a prerequisite, but must be commercially orientated with strong analytical skills, gained in an operational environment with a rigorous approach to quality.
- Ambitious, focused and energetic, with a proactive, robust but diplomatic approach; must promote high standards and set stretching objectives. Good presence, a team player who is credible at all levels within an organisation, seeking a stimulating environment in which to develop.

Please apply in writing quoting reference 1097 with full career and salary details to:
Susan Ryder,
Whitehead Selection Limited
11 Elm Street, London W2E 8EH
Tel: 0171 290 2043
http://www.gfnct.co.uk/whitehead



A Whitehead Group PLC company

CONTROLLER - GROUP ACCOUNTING

LOGISTICS
ATTRACTIVE PACKAGE + CAR NORTH WEST

This European group of businesses, with a turnover in excess of £500m is a market leader in logistics solutions. The profitable group is achieving growth organically and through selective acquisition.

Heading up the Group Accounting Centre, and reporting to the Group Financial Controller, you will be managing a team of 30 people and carry full day to day financial management responsibility for the running of the centre. The business units currently administered have a turnover in excess of £250m. You will be expected to bring a fresh commercial outlook to improving the service to business users

and increasing efficiency.
A Chartered Accountant with good man management experience and a detailed awareness of computer systems, you must have excellent communication skills and the ability to implement change. The successful candidate will have no less than five years post qualification experience. This exciting opportunity offers realistic career progression for the right individual.

Please send a CV to Howgate Sable & Partners, Atteright House, Parsonage Gardens, Manchester M3 2LF. Tel: 0161-639 2000, Fax: 0161-639 0054, quoting ref: FT2349V.



Howgate Sable & Partners
EXECUTIVE SEARCH AND SELECTION

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FINANCE DIRECTOR

An exciting and challenging new role has been created in one of the most beautiful countries in Southern Africa. Working for one of Botswana's brand leading food manufacturers the Finance Director will have total responsibility for the financial affairs of a highly profitable US \$44 million Group. Operating companies activities include:

- the manufacture and sale of wheat flour, pasta and biscuits
- the packaging of grain products
- the pre-packaging of salt, rice and beans
- the manufacture of a range of bakery products
- the manufacture of woven polypropylene

Applications are sought from UK Qualified Accountants, with appropriate experience, interested in a two year, renewable contract.

BOTSWANA
c£60,000
PACKAGE

based in Ramotswa, a short distance from Gaborone the capital of Botswana. An attractive expatriate package will include:

- full relocation costs
- full housing allowance
- 25% bonus on completion of contract (tax free)
- annual salary review
- schooling for children, locally or internationally, up to age of 18 years
- fully expensed car and assistance in purchase of car for spouse

To obtain details of this exciting opportunity then please contact Roger D Tipler on 0171 831 8383 (Fax: 0171 831 9571). Or write to him, in confidence, enclosing a full c.v. at CEDAR International, 15 Bloomsbury Square, London WC1A 2LJ.



CORPORATE - EXECUTIVE
RECRUITMENT AND SELECTION



CHIEF ACCOUNTANT

LONDON

£80 - 70,000 + EXECUTIVE BENEFITS

Established in 1983, we are a leading service company within the oil industry. Our main activity is the procurement of goods and services for the Libyan oil sector, totalling about £400 million per annum. Subsidiary activities include the recruitment of personnel for employment in Libya, and sourcing educational programmes for the training of Libyan staff in the UK and elsewhere.

We wish to appoint a Chief Accountant, to replace the present incumbent who is retiring.

You will have a financial and accounting background with at least five years' management experience, and will have worked in the oil and gas industry preferably in Africa or the Middle East. Experience of dealing with the Arab business world is essential. The position reports directly to the Chief Executive in London, and will have responsibility for an accounting/treasury function of some 40 people. The role will include active management of accounting procedures and controls, treasury activities and IT systems. There is extensive liaison with client companies in Libya and also related group companies in the UK, Cyprus and Canada, engaged in oil and gas project management, and applicants must be willing to travel when required.

The role thus calls for a mature individual who is able to combine diplomacy needed in client liaison with a pragmatic approach to problem solving. Our preferred age range is 40-50.

Please send full career details, including current remuneration and daytime telephone number to Gerald John, Head of Recruitment and Personnel, Jawaby Oil Service, 15-17 Lodge Road, London NW8 7JA.

JAWABY OIL SERVICE

CORPORATE FINANCE DIRECTOR - FOODS

Excellent Tax Free Package

Middle East

The Company

Already one of the most successful, fast growing Food Groups in the Middle East, our client has a wide portfolio of businesses principally in the Middle East, Africa and Europe, they are destined to become one of the world's major producers of food products by the year 2000.

The Position

- A high profile role directing and managing group finances.
- Developing and implementing financial strategy.
- Actively supporting international growth through the existing business, new ventures and acquisitions.
- Reviewing developing and implementing a financial management structure to underpin this growth whilst maintaining tight financial controls.
- As a key member of the management team be expected to provide a high level of support to fellow board members.

The Person

- Professionally qualified with 10 years experience in major international FMCG manufacturing, preferably in the food sector.
- First-hand experience of overseas operations preferably including some time in the Middle East.
- Experience of acquisitions and the monitoring of satellite operations.
- Able to manage change with confidence.
- Qualities - Innovative, resilient, persuasive, tenacious, having outstanding communications skills and a high degree of computer literacy.

Please send a full c.v. quoting reference FD007236 to: Group Personnel Director, C/o Trulink Appointments, Willow House, PO Box 422, Chalfont - St. Giles, Bucks. HP8 4AT Fax +44 (0) 1753 553455.



FINANCE & OPERATIONS CONTROLLER

Holland

Excellent package

Quaker Oats is a large multi-national US corporation with worldwide sales exceeding \$6 billion in 1995. Quaker is a key player in the European cereals market and products include Quaker Sugar Puffs, Harvest Crunch, Quaker Oats, Crisps and Solgrin. The Finance Controller for Holland reports into the Plant Operations Manager with a secondary report into the European Controller in the UK, and has a very high profile in the business. Due to extensive restructuring across Europe the need has arisen to recruit a highly capable individual to act in a financial and management capacity to add value to this growing business.

- Key Responsibilities:**
- Full autonomous control and management of the finance function in Holland.
 - Budgets, forecasts and variance analysis.
 - Enhance the plant's success through contribution in improvement programmes.
 - Provision of management information and implementation of cost improvement.
 - A key member of the Plant Management team supporting the business process.

- Key Requirements:**
- An understanding of manufacturing operations and supply chain principles.
 - Excellent analytical skills and an ability to contribute to the "total" business.
 - Strong managerial, organisational and administrative skills with an ability to manage teams.
 - Good presentation skills and service and quality oriented.
 - Qualified accountant, fluent in Dutch and English.

Suitable candidates will have at least three years experience within a manufacturing environment and an excellent understanding of standard costing, controls and financial/management accounting. The role also requires a good knowledge of systems. Prospects are excellent for candidates keen to progress.
Please send your CV in triplicate to: Morgan McKinley Associates, Ruskin House, 40/41 Museum Street, London WC1A 1LT. Tel: +44 (0)171 404 4100. Fax: +44 (0)171 404 4334.



INTERNAL AUDIT MANAGER

Circa £40,000 plus Benefits

Perpetual, based in Henley, is one of the UK's most respected investment management groups. As part of our commitment to setting and achieving high standards within the fund management industry, we wish to augment our Technical Department.

The main purpose of the role will be to review the departmental working practices of the Group, including its complex automated systems, from an operation and financial perspective. Also to assess the adequacy of the control environment within the Group and monitor that controls are sufficient to ensure compliance within IMRO and PIA regulatory environments.

The individual we are seeking will be given every opportunity to exhibit their technical and personal skills in a high profile department within a market leading fund management group. They will liaise closely with the Managers in the department, report to the Technical Director and build a team of three staff.

If you believe you have the necessary skills to make a positive impact within this highly professional and personal environment please send your curriculum vitae, quoting Ref: FIMGH, to:

SAMMONS ASSOCIATES
Executive Search & Selection
Poupart House, 46 Fish Street Hill,
London EC3R 6BR
Tel: 0171 293 7040
Fax: 0171 623 6011



APPOINTMENTS WANTED

SWITZERLAND
Senior Financial Analyst

profession with many years varied world business experience (banking, services & distribution), Swiss & French speaking, fluent in English & French. Currently travelling 75% for a global company & 25% base work from his own office in Zurich desires a more challenging senior, or a permanent contract role.

Write to Ben Asher, Financial Times, One Southbank Bridge, London SE1 9YU.

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For further information please contact:
Toby Finden-Crofts
+44 0171 873 3456

AMSTERDAM-THE NETHERLANDS EUROPEAN MANAGER FINANCIAL SYSTEMS IMPLEMENTATION

Our client is the European Head Office of a US multinational, one of the major players in the logistics service industry, with operations in the United States, Canada, Mexico and throughout Europe.

As a result of strong expansion in the European operations, they have an immediate need for a high calibre European Manager Financial Systems Implementation for the centralised European Finance department. Reporting directly to the European Financial Director, this position offers a high degree of responsibility and exposure to executive management. Career development opportunities are excellent.

The main responsibilities will be:

- management of highly skilled and motivated team

- planning, project management
- European coordination and strategic management of the Financial systems development
- continuous optimization of procedures, business process improvement
- ongoing liaison role with the user Community
- development of automation to streamline the accounting closing process

The successful candidate will need to be a qualified accountant (RA/CPA/ACA) with at least five years relevant experience working for one of the 'Big Six' and/or a multinational. There is a strong preference for candidates with a strong financial systems background in a client-server environment with US GAAP knowledge. This individual must have strong analytical and

communication skills in addition to proven management qualities and a drive for results. You must be able to work under pressure, to tight deadlines in order to gain the respect and confidence of senior management. The business language is English, but a second European language is desirable. Furthermore he/she should be prepared to travel internationally.

To express your interest in these opportunities, please send, fax or E-mail your updated curriculum vitae to: Elisabeth M.M. Huigen, Robert Walters Associates, 'Riviersteete', Amsteldijk 166, 1079 LH Amsterdam, The Netherlands. Tel: 00-31-20-644 4655, E-mail: elisabeth.huigen@robertwalters.com or Fax: 00-31-20-642 9005.

ROBERT WALTERS ASSOCIATES



L O N D O N W I N D S O R N E W Y O R K A M S T E R D A M B R U S S E L S A C S Y D N E Y W E L L I N G T O N

Group Operations Executive

WEST END C.£45K PLUS ATTRACTIVE PACKAGE

Our client, Pantheon Holdings, is a highly dynamic independent investment management group, specialising in investing in private equity funds worldwide. With offices in London, San Francisco and Hong Kong, they currently have over \$1 billion under advice and management.

Due to continuing success, the company requires a proactive and commercially aware Group Operations Executive. Reporting directly to the Group Finance Director, your prime responsibility will be to review and develop business systems and practices across the Group. As a key member of the head office team, you will be expected to make a significant contribution to the overall development of the business.

It is essential that you are computer literate and have "hands on" experience of back-office operations. Demonstrable success of designing and implementing business systems, ideally within a service orientated niche organisation, is required. The ability to assimilate key information quickly and communicate fluently, both orally and in writing is also important as are excellent interpersonal skills and the capacity to operate effectively within a small international team.

If you are a self motivated and enthusiastic individual and can rise to the challenges of this exciting environment, then please write enclosing full personal and career details to: Suzanne Dobinson, Management Consultancy Division, Robson Rhodes, 186 City Road, London EC1V 2NU.

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For further information

please contact:

Toby Finden-Crofts

+44 0171 873 3456



Sara Lee Household & Personal Care UK, part of the Sara Lee Corporation of the USA which has global sales of \$18 billion, is a market leader in its sector with sales approaching £100 million in its UK and export markets. The company manufactures and markets a prestigious product range which includes Badedas, Brylcreem, Radox, Showerfresh, Kiwi and Vapona. An exceptional Finance Director is now sought to join the UK management team. Opportunities for career development, whether in the UK or elsewhere, with this first-class, strong growth company are excellent.

The Position

- Report to the Managing Director with strong functional dotted line to the divisional headquarters in Utrecht and liaison with other Sara Lee UK Finance Directors.
- Responsible for the financial function and for the information technology/business systems group.
- Produce the company's annual and long range operating plans.
- Contribute to overall business policy formulation, strategy and operating decisions as a member of the Executive Committee.

The Requirements

- Must have a relevant accountancy qualification and preferably a university degree.
- Demonstrable track record of senior level financial planning and control in FMCG sectors and manufacturing environments.
- IT literate.
- Strong team player with an outgoing personality.
- Language skills (e.g. second European language) would be an advantage.

Please send your CV with current salary details to: Geoffrey Mather, K/F Associates, 252 Regent Street,

London W1R 6HL quoting ref: 10186/B. Alternatively send by fax on 0171 312 0020 or e-mail to cv@kfaeurope.com

Internet Home Page: <http://www.kfaeurope.com/kfaeurope/>

K/F ASSOCIATES

EDINBURGH CARRE/DRAN INTERNATIONAL

Price Waterhouse

EXECUTIVE SEARCH & SELECTION

Internal Auditor with personality Mission Impossible?

c. £40,000 + outstanding benefits

Central London

We have been told that it's a bit of a contradiction in terms; they keep telling us that we can have one or the other, but not both; that audit training is best done at Clapham Junction; that an auditor's preferred dress includes something rather sensible and waterproof.

We don't believe them. We know you're out there somewhere. Prove us right.

Those of you who are happiest with your nose buried in a technical manual will not, on this occasion, find your way onto our shortlist. If, on the other hand, you are a charismatic and people-oriented audit manager who knows how to achieve positive change, we should talk.

You don't perhaps see Audit as a career for life, yet you certainly do see its immense value as a business tool - and have a talent for demonstrating and communicating that conviction to staff at every conceivable level.

So consider this rare challenge, which requires you to raise the profile and revitalise the fortunes of a strong but misunderstood audit department - by re-educating and redirecting those within and without it. Specifically, you will need to identify new internal controls, train and develop your own team, and prepare and achieve your annual plans.

An inspiring and business-oriented professional, you must have a solid audit background - ideally gained within financial services, but not within a tightly

regimented environment. As well as an accountancy qualification and some systems experience, you would benefit from some consultancy exposure and a first-hand knowledge of implementing change. Above all, you are happy to stand (and rise) by your convictions - without constantly resorting to any manual.

In return we offer the opportunity to run your own show at the heart of a company that believes in itself and its future direction; one that is committed absolutely to its clients, but recognises also that our staff are our lifeblood, and encourages teamwork with an open, participative management style.

If you feel that you can match our expectations and put the anorak cliché to the sword, write to our advising consultant, David Hunter, quoting reference L/1664, at the address below.

Executive Search & Selection,

Price Waterhouse,

No 1 London Bridge,

London SE1 9QL.

Fax: 0171 403 3265.

E-mail: David.Hunter@Europe.notes.pw.com.

Manufacturing Finance

Global role -
European base

c.£80,000 + Benefits

This is an exceptional worldwide role based in Switzerland for a Finance Manager with substantial manufacturing cost control and analytical knowledge gained in an fmcc or process industry environment.

The person appointed will head a small team and will be responsible for providing financial support and guidance to manufacturing management on a global basis; developing new management tools to monitor production costs and to fundamentally re-appraise the cost base; providing financial information and guidance to the group optimising global manufacturing strategy; developing the concept of activity based management and activity based costing; and providing technical support and training to the controllers at manufacturing plants.

Candidates must be University Graduates with a recognised costing qualification and the stature to operate across the upper echelons of a major multi-national. At least 10 years post qualification experience gained in the manufacturing arm of a relevant multi-national, including the manufacturing plant controller role are essential. The ability to speak a second European language, preferably German, and experience of operating in more than one country are also needed. Salary will not be a limiting factor for the right candidate.

Age guideline 40-45.

Please reply in confidence quoting ref: L613 to:

Brian Mason
Mason & Nurse Associates
1 Lancaster Place, Strand
London WC2E 7EB.
Tel: 0171-240 7805.

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& Nurse
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Toby Finden-Crofts
on +44 171 873 3456

Support Manager

Central London

c. £35,000 + Car + Benefits

Our client is a major force in the global market for the provision of accounting services and management consultancy. The continued success of their consultancy operation is only possible because of constant development and improvement of internal financial reporting and the co-ordination of support services within the business. This role plays an essential part in this process.

Key responsibilities of this role:

- Provision of management information eg. complex resource planning, utilisation and forward revenue forecasting against budget.
- Assisting consultants in accurate and timely assignment planning.
- Liaison with the finance department in reference to billing, cash collection, consultants time-sheets and expenses.
- Presentation of analyses with commentaries to senior consultants and partners.

- Managing support staff including development and the appraisal process.
- The successful candidate:
- Educated to degree level and likely to be over 30 years old.
 - At least part qualified in any recognised accountancy qualification, the preferred candidate will have a good understanding of service culture.
 - A proven ability to interpret management information and highlight priority actions will be paramount.
 - Strong communication skills, tact and persistence will prove key personality traits in this demanding role.
 - A familiarity with various PC systems and excellent PC skills are essential.

Interested applicants should apply in writing to
Guy Stacey at Michael Page Finance,
Page House, 39-41 Parker Street, London
WC2B 5LH, quoting reference 29994.



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